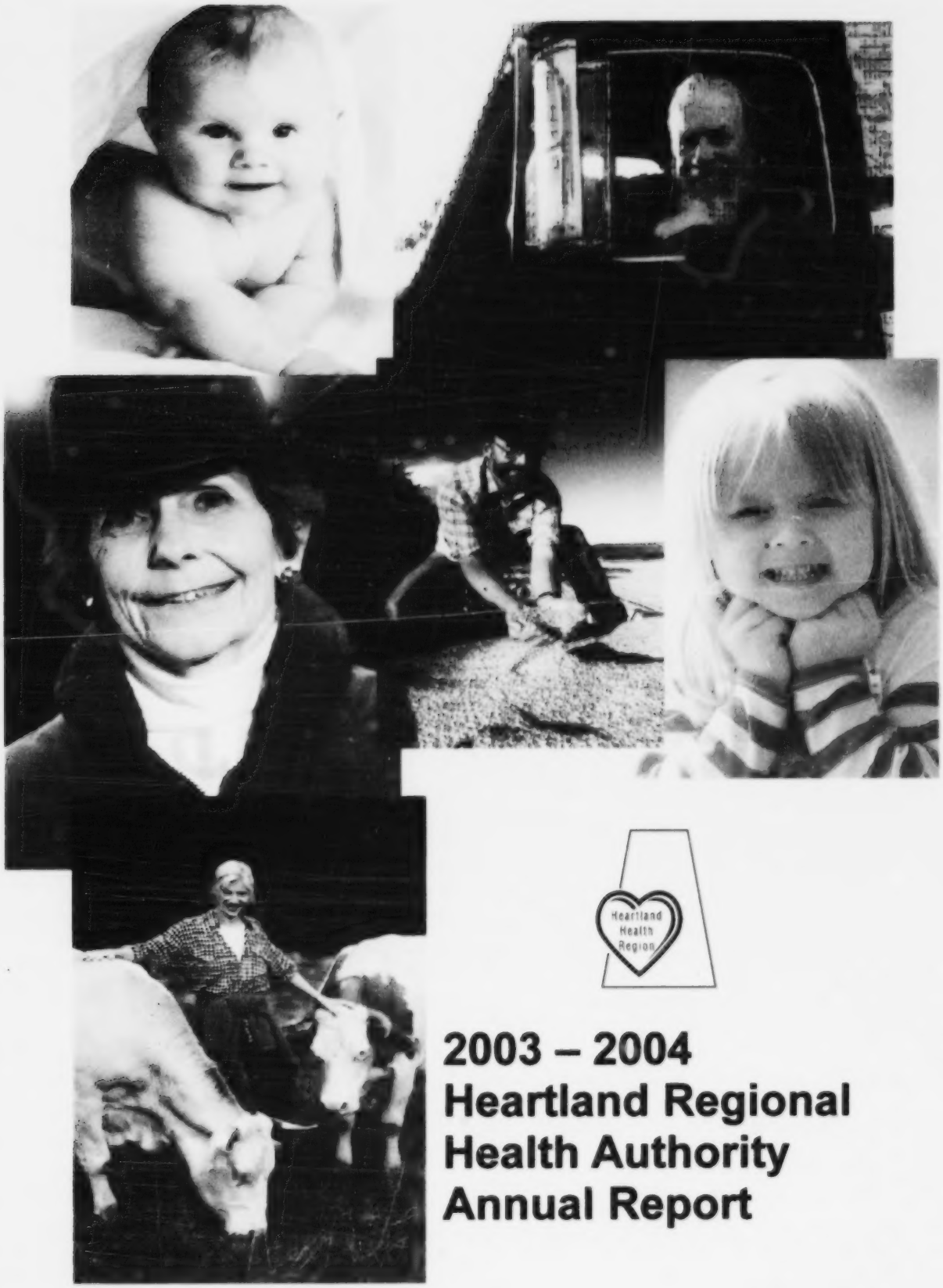

2003 – 2004 Heartland Regional Health Authority Annual Report

104-06807/

HEARTLAND HEALTH REGION
P.O. Box 2110, Rosetown, Saskatchewan S0L 2V0 Telephone (306) 882-4111 Facsimile (306) 882-1389

Heartland Health Region
2002 –2003 Annual Report

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Appendix A…Payee Disclosure List

The Heartland Health Region 2003 – 2004 Annual Report is available on the Heartland Health Region website:

www.hrha.sk.ca

HEARTLAND HEALTH REGION

P.O. Box 2110, Rosetown, Saskatchewan S0L 2V0 Telephone (306) 882-4111 Facsimile (306) 882-1389

The Honourable John Nilson
Minister of Health
Province of Saskatchewan
Room 361, Legislative Building
Regina, Saskatchewan
S4S 0B3

Dear Mr. Nilson:

It is my pleasure to present to you, on behalf of the Heartland Regional Health Authority, the Heartland Health Region 2003 – 2004 Annual Report.

This report provides the audited statements of the Heartland Health Region for the year ended March 31, 2004 and outlines the Region's activities and accomplishments for that period.

Respectfully submitted,

Lyle Leys, Chair
Heartland Regional Health Authority

HEARTLAND HEALTH REGION

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President/CEO's Message

We have completed our first full year as Heartland Health Region and I am proud to say that we have made much progress. Our Leadership Team is in place, and the stability it provides to the organization is invaluable. Our staff experiences little turnover, is experienced and dedicated. We are all working more effectively as a team. Without question it is the residents of Heartland who benefit.

We have been very successful in meeting our service delivery goals and objectives this year. A shared vision and hard work have made this possible.

Fiscally, the year has been challenging. Each and every member of the Heartland Team has contributed to our being able to complete the year with a balanced budget.

I sincerely thank the many individuals, volunteers, groups and organizations that have contributed to our health region in so many ways. Donations, whether financial, in-kind, or personal time, are and always will be appreciated. I want to acknowledge the employees, medical staff, management and volunteers for their diligent work and commitment to providing quality, client-based health services.

Finally, the success of our health region cannot be sustained without community involvement and public support. We will continue to seek community input into the future direction of the health system. I am confident that with mutual understanding and cooperation, we will be able to provide sustainable, quality health care that meets the needs of our residents.

It is with pleasure that we have compiled this report. As we look back over the year and consider our progress we do so with pride in the past and enthusiasm for the future.

Gene Motruk
President/CEO Heartland Health Region

Who We Are

Our Vision

Building a province of healthy people and healthy communities

Principles

Quality
Fiscal Responsibility
Being Accountable to the people we serve

Goals and Objectives

Improved Access to Quality Health Services

- Responsive, coordinated Primary Health care
- Reduce waiting times for surgical procedures
- Improve Emergency Medical Care
- Improved hospital, specialized services and long-term care

Effective Health Promotion and Disease Prevention

- Better promotion of health and disease prevention
- Improve the health of Northern and Aboriginal communities

Retain, Recruit, and Train Health Providers

- Improve utilization and availability of health human resources
- Develop representative work places
- Create healthier more effective work places

A Sustainable, Efficient, Accountable & Quality Health System

- Ensure quality, effective health care
- Appropriate governance, accountability and management
- Sustain publicly funded and publicly administered Medicare

The *Action Plan for Saskatchewan Health Care* and the subsequent annual *Performance Plans* produced by the Department of Health clearly outline the direction the Regional Health Authorities are expected to take. This coordinated focus allows all regions to share in one vision and move toward that goal for all residents of Saskatchewan. Because the Heartland Regional Health Authority enthusiastically subscribed to the shared vision we adopted the **Vision, Goals and Objectives** as documented by Saskatchewan Health. The Authority added three Principles: **Quality, Fiscal Responsibility** and **Being Accountable to the people served.** These principles are very important to the Authority members and are in keeping with the direction of the Government.

Governance and Organization

The Interdependent Model

Heartland Regional Health Authority has adapted the policy governance model to emphasize collaboration and cooperation in an interdependent governance structure.

Interdependence is the recognition of the need to move from dependent relationships through independence to recognition of the power and value of working together in an interdependent fashion. Interdependence involves greater participation from the community, and interdependent working relationships with many of the Regions partners.

The Board governance role and the role of the President/CEO involve both independent function and shared functions, which require working together to achieve success and interdependence.

To ensure that it meets its obligations under the "Accountability Document" and the "Roles and Expectations Document" the Authority has taken a proactive approach to monitoring. Each month the Authority measures its performance against the Roles and Expectations Document. Quarterly reports are received regarding the Organization's progress toward compliance with the actions developed to actualize the expectations of the Accountability Document.

The Heartland Regional Health Authority

(Back Row - Left to Right) Bill Sittler, Wilkie; Betty Shapka – Vice-Chair, Macklin; Cindy Hoppe, Biggar; George Siemens, Fiske; Diane Javens, Rosetown; Gary Johnson, Eston; Erhard Poggemiller, Kerrobert.
(Front Row - Left to Right) Linda Neher, Kindersley; Les Langager, Loreburn; Lyle Leys – Chair, Elrose; Wayne Vaxvick; Outlook; Eve Wagner, Unity

Committee Structure

To assist in the work of the Authority three committees have been struck;

1. The Executive Committee, to attend to emergent matters when a quorum of the Authority cannot be gathered,
2. The Internal Audit Committee, to attend to matters of compliance and quality and matters that result in effective, efficient, transparent and accountable governance, and
3. The Ethics Advisory Committee, to address the areas of Ethical Treatment and Services, Ethical Research, Ethical Decision Making and Resource Allocation.

Public Transparency

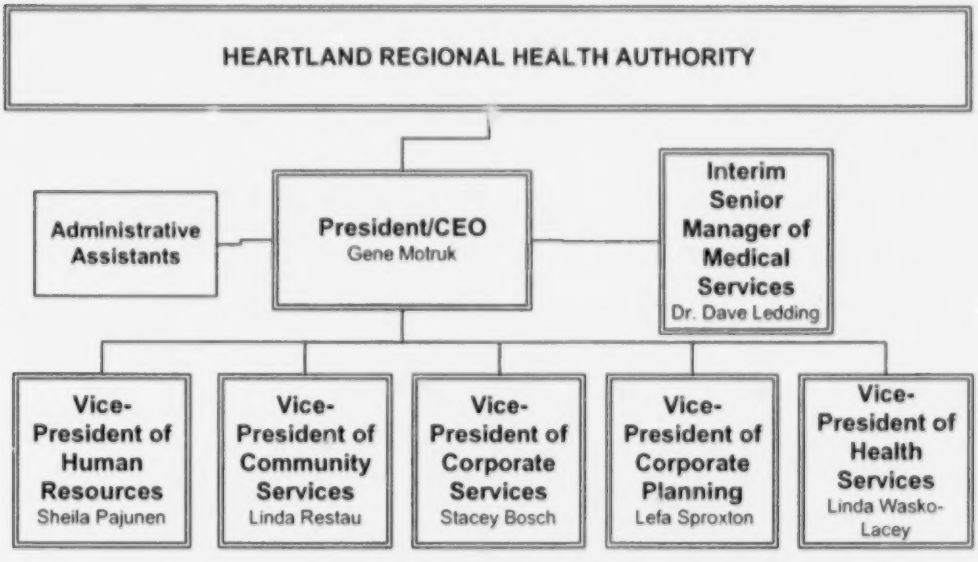
All meetings of the Heartland Regional Health Authority are open to the public. The media is encouraged to attend and news releases are issued to all regional media after each meeting. Special news releases and stories of interest are regularly provided to the media.

Concerted efforts are made to communicate regularly with all schools, school divisions and municipal governments. Both the President/CEO and the Chair of the Authority welcome opportunities to speak with groups including the media.

To facilitate better interaction with local communities the Authority meetings are held in various locations throughout the Region. Local municipal leaders are invited to meet with the Authority over lunch on those days.

Both the Chair of the Board and the President/CEO have made, and continue to make, efforts to be accessible. They have become involved with the West Central Government Group, which includes eighty local governing bodies and four school divisions. This provides a regular opportunity for dialogue.

Organizational Structure



Medical Staff Structure

A Medical Staff Organization for the Heartland Health Region has been created with Dr. Dave Ledding of Rosetown as Interim Senior Medical Manager. Dr. Ledding provides regular updates to the Authority on the health care issues being addressed by the physicians in the Heartland Health Region. Working closely with Dr. Ledding are Interim Deputy Medical Managers, Dr. Harvey Gerein and Dr. Anita Harding.

Community Advisory Networks

The Authority has adopted a policy establishing community advisory networks, which will contribute to the Heartland Health Region's planning processes. The community advisory networks will contribute through both formal and informal processes, including ongoing meetings and discussions currently held throughout the region. To date these have included:

- West Central Municipal Government Group
- Regional Intersectoral Committees
- Presentations at Authority meetings
- Meetings with Foundations, Special Interest Groups, Lobby Groups
- Meetings with and presentations from Professional Associations/Groups
- Focus Groups
- Surveys and research including polls

Regional Quality Care Committees

Each of the former districts had a Quality of Care and/or Accreditation structure. The amalgamation of the three districts provided a natural opportunity to review this structure and process.

The Heartland Health Region Structure provides for specific Quality of Care Committees (Long Term Care, Human Resources, for example). Each of these was responsible for completing the self-assessment requirements of the June 2004 Canadian Council on Health Services Accreditation visit. Each of these committees has ongoing representation from the community.

Ethics Advisory Committee

The Authority established an Ethics Advisory Committee to provide advice in the areas of Ethical Treatment, Ethical Research and Ethical Decision Making. This Committee includes a wide range of professional interests and community representatives.

Unity and District Health Centre

Health Care Organizations and Other Third Party Relationships

Canadian Mental Health Association, Kindersley

Saskatchewan Health, through the Heartland Health Region, funds the Canadian Mental Health Association (CMHA) Kindersley Branch. The Branch focus is on health promotion and education activities in the Kindersley area. The CMHA partners with Heartland Health Region and other community agencies in carrying out these activities.

BridgePoint Center for Eating Disorders, Milden

This is a provincial resource that is located in the Heartland Health Region at Milden. An independent Board of Directors governs BridgePoint. The Funding from Sask Health for this program is vetted through the Heartland Health Region. The BridgePoint Center provides inpatient education and treatment for eating disorders. A member of the Heartland regional Health Authority regularly attends BridgePoint meetings.

Danny Fisher Centre, Kindersley (To July 1, 2003)

The Danny Fisher Centre was a program of the Kindersley and District Alcohol and Drug Abuse Society Inc. located in Kindersley, Saskatchewan. The Centre provided outpatient assessment, treatment, referrals and education to individuals, families, and agencies dealing with alcohol, drug and other chemical dependencies and problem gambling issues.

In an effort to provide all addiction services under the umbrella of the Heartland Health Region, the Danny Fisher Centre amalgamated with the Heartland Health Region effective July 1, 2003.

St. Joseph's Health Centre, Macklin

St. Joseph's Health Centre in Macklin is the only health care organization in Heartland that is classified as an affiliate. It offers long-term care and program beds as well as providing space for Heartland's EMS and Community Services.

The Heartland Health Region maintains a cooperative working relationship with the St. Joseph's Health Centre as established by the former Greenhead Health District. St. Joseph's is actively involved in the Accreditation Review process currently being conducted in the Heartland Health Region. A member of the Heartland Regional Health Authority attends the St. Joseph's board meetings.

Elrose Ambulance, (Elrose-Monet Ambulance Service), Elrose
Beechy Ambulance, (Beechy/Demaine Emergency Services), Beechy

These are both community owned and operated Emergency Response Services who hold service contracts with Heartland Health Region.

Regional Environmental Scan

Geography and Demographics

The Heartland Health Region is located in west central Saskatchewan. It covers some 41,770 square kilometers of land, and has 44,600 residents. There are 65 towns and villages, 44 RMs, and 18 Hutterite Colonies within its boundaries. Our largest centre is Kindersley (with a population of 4,736). Other major centres include: Outlook (2,370), Unity (2,387), Biggar (2,435), and Rosetown (2,644).

In 2003, the population was equally divided in terms of the percentage of males and females, and the largest age groups were in the 10-24 year range and the 40-49 year range. **Figure 1** provides a further breakdown of the 2003 population by age and sex.

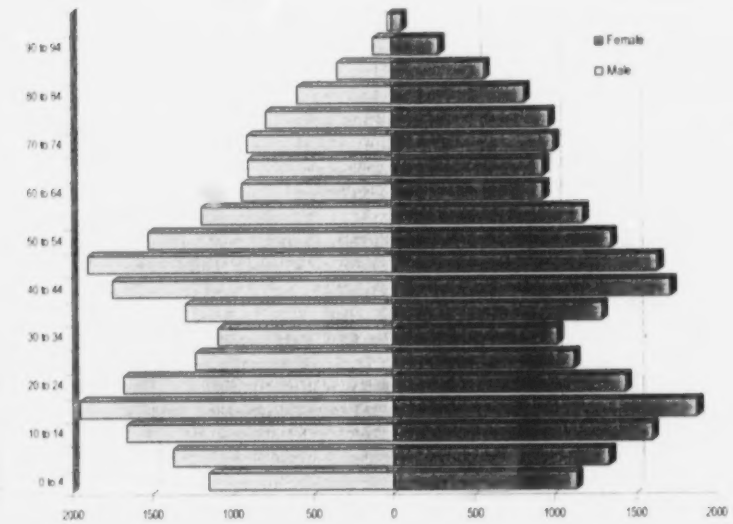


Figure 1: Heartland Health Region 2003 Population by Age and Sex.

Source: Saskatchewan Health. Covered Population, 2003.

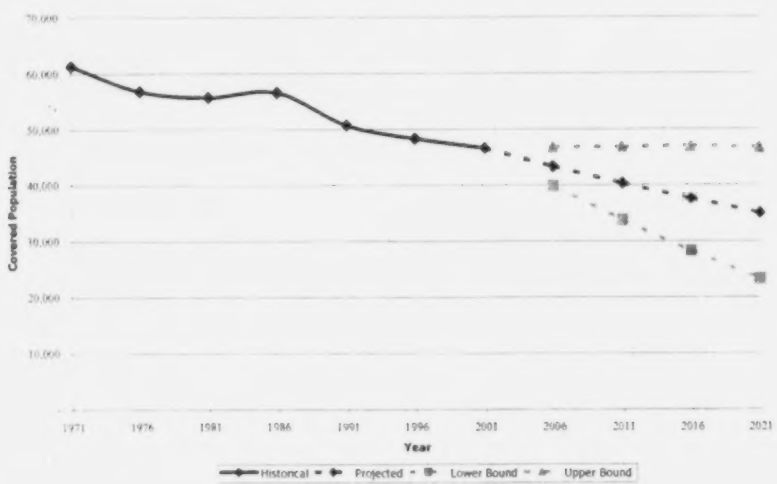


Figure 2: Historical & Projected Population for the Heartland Health Region, 1971 to 2021.

Source: Saskatchewan Health. Population Projections 2006 to 2021.

Rural depopulation continues to challenge the region. Between 2002 and 2003, HHR region saw a 3% population decline, and between 1999 and 2003, an 8% decline. According to Saskatchewan Health projections, this trend is expected to continue (see Figure 2) for Heartland and Saskatchewan's southern, rural health regions.

Determinants of Health

We know biology and genetics are critical in determining health, as are health services (particularly those directed at preventing disease, and maintaining and promoting health), but other factors also contribute. Table 1 summarizes the health determinants[1] and includes some sample data showing how our residents fare.

Table 1: Determinants of Health and the Heartland Health Region

Income and social status: Health status tends to increase with increases in economic and social status. ○ The average annual earnings for our working residents was $22,300 (SK rate was $25,691) ○ The median income for residents over the age of 15 was $19,436 (SK rate was $19,636)	Healthy physical environment: The physical environment we live in, work in, breath in, grow our food in, and tap water in, plays a role in determining health. ○ Heartland had an average of 1.1 people living in every square kilometer (SK average was 1.7, Saskatoon's was 8.6, and Vancouver's was over 4000)
Social support: Research suggests that people with good levels of social support from families, friends, and communities experience better health than those without. ○ 63% of our population was married or in a common law relationship (SK rate was 59%) ○ 29% of our residents live alone (SK rate was 28%) ○ Approximately 9 in 10 of our residents have a religious affiliation (SK rate was 8.4)	Personal health practices and coping skills: Personal health practices and coping skills are important determinants of health. ▪ Close to 11,000 of our residents over the age of 12 smoked. That was some 30.3% of our males and 24.8% of our females (SK rate was 27.9% of males and 27.3% of females, Canada was 28% and 23.8%) ▪ At 96.2 and 86.0 for every 100,000 females and males, Heartland has one of the lower Chlamydia incidence rates (a proxy for high risk, unprotected sex) of Saskatchewan health regions (SK rates were 453.1 and 251.3). ▪ 63% of our residents over the age of 65 received their flu shot in 2002/2003 (SK rate was 62%).
Education and literacy: In general, as education and literacy increases, so too does health status ○ Approximately 1 in 4 (24%) of our residents between the ages of 20 and 34 had not graduated from high school (SK rate was 22%) ○ Approximately 3 in 10 of our residents had graduated from high school and/or had some post-secondary education (SK rate was 33%)	Healthy child development: Proper food and nutrition, a secure home life, and social and mental stimulation help ensure healthy child development.
Employment and working conditions: People who are employed and people who have good working conditions tend to be healthier than people who are unemployed, underemployed, or who work in stressful or unsafe jobs. ○ Our unemployment rate was 3.4 (SK rate was 6.3)	Gender and culture: Gender and culture contribute to health, for example women tend to live longer than men, but are more likely to suffer chronic conditions, and immigrant children tend to do better emotionally and academically than their Canadian born peers. ➢ 50% of our population is male and 50% is female (SK was 50/50) ➢ Of our population over the age of 85, 35% is male and 65% is female (SK was 33/67) ○ 97% of our population was born in Canada (SK was 95%) ○ Less than 2% of our population identified as aboriginal (SK was 14%) ○ Less than 1% identified as being a member of a visible minority (SK rate was 3%) ○ Fewer than 1 in 10 (9.5%) spoke a language other than English or French (SK was 13%)
Healthy social environments: In general, people who live in and are active in strong, vibrant communities can reduce or avoid health risks.	

○ Source: Statistics Canada: 2001 Community Profiles. Retrieved May 10, 2004 from http://www12.statcan.ca/english/Profil01/Details/details1.cfm?SEARCH=BEGINS&ID=19637&PSGC=47&SGC=7347

[1] Source: Health Canada, Population Health: What Determines Health: Key Determinants. Retrieved May 10, 2004 from http://www.hc-sc.gc.ca/hppb/phdd/determinants/index.html#key_determinants

07&DataType=2&LANG=E&Province=All&PlaceName=heartland%20regional%20health%20authority&CMA=&CSDNAME=Heartland%20Regional%20Health%20Authority&A=&TypeNameE=Health%20Region&Prov=

- Source: Saskatchewan Health: Core Indicators for Environmental Scan, 2004.
- Source: Saskatchewan Health: Covered Population 2003

Health Status and Outcome Indicators

In general, the residents of the Heartland Health Region enjoy relatively high health status, and have average scores on commonly accepted health indicators. In particular:

- A five year average infant mortality of 5.3 per 1000, which is not significantly different from the provincial average of 6.9, and which is 5th lowest in the province (after Athabasca, Cypress, Sunrise, and Kelsey Trail).
- Baby boys born in the region have an average life expectancy of 76.2 years and baby girls 81.0, numbers on par with Canadian and provincial averages.
- Approximately one in four (24%) of the residents rate their health as "excellent", a rate that falls within provincial and national averages, but that is the highest among Saskatchewan health regions.
- The child and youth (0 to 19 years) injury hospitalization rates fall within the provincial average at 10.8 per 1,000 males (compared to 10.2 provincially) and 6.4 per 1,000 females (compared to 6.6 provincially).

A few indicators to watch include:

- 33.9% of Heartland's population is overweight, a rate not significantly different from the national or provincial rate, and 19.5% is obese, a rate in line with the provincial average but higher than the national average of 14.9%.
- 39% of the residents report being physically active, a rate within provincial and national averages, but 53.4% report being physically inactive, a rate that while within provincial and national averages, is the second highest inactivity rate in the province.
- Close to 11,000 of the residents over the age of 12 smoke. That is some 30.3% of males and 24.8% of females. While both of these rates are within provincial and national averages, given tobacco's effect on health, it is a behavior not to be ignored.
- Heartland has an age-sex adjusted diabetes prevalence rate of 33.8 per 1,000 people. While this rate is the second lowest in the province, it is climbing (it was 24.6 in 1996/97, 28.7 in 1997/98, 31.0 in 1998/99, and 32.4 in 1999/00).

Emerging Health Issues

West Nile Virus continues to pose concern for the region as it (along with Cypress and Five Hills) is considered to be a "hot zone", with 90 cases in 2003.

While Heartland's 2000/01 *diabetes* rate was the second lowest in the province (an age sex adjusted prevalence rate of 33.8 per 1,000 people), this rate is climbing (it was 24.6 in 1996/97, 28.7 in 1997/98, 31.0 in 1998/99, and 32.4 in 1999/00).

While most of our region's age-adjusted cancer mortality rates are in line with or are lower than provincial rates, our breast cancer mortality rate for women continues to be higher than provincial rates.

Kyle Health Centre

Major Initiatives and Accomplishments

2003-2004 has been a very successful and productive year in Heartland Health Region. All of the achievements and major initiatives of Heartland link back to *Healthy People. A Healthy Province. The Action Plan for Saskatchewan Health Care.*

Goal # 1 Improved Access to Quality Health Services

- A comprehensive **Primary Health Care Plan** was completed and submitted to the Department of Health
- All three of the Advanced Clinical Nurses in Heartland Health Region are now registered as **Nurse Practitioners**
- The **Individualized Funding Program** within Home Care has been successfully introduced and accessed by three clients.
- A comprehensive **Mental Health and Addictions Services Review** was completed and presented with recommendations for consideration
- **Amalgamation of the Danny Fisher Centre** (Addictions Services) with the Heartland Health Region has provided for increased collaboration and cooperation and improved services for clients.
- A comprehensive **EMS Review** was completed and presented with recommendations for consideration
- Heartland successfully implemented **Cardiac Stress Testing** in the Kindersley Integrated Health Care
- Through use of visiting specialists Heartland has increased local **access to specialty programs.**
- Space planning in Kindersley Integrated Health Care Facility will provide **improved space** for both patients and service providers.
- Approval to proceed with construction of a new health care **facility in Outlook** promises to provide excellent, upgraded and integrated space for long term residents, patients and service providers.

Goal # 2 Effective Health Promotion and Disease Prevention

- Heartland, with a team of interested community representatives and provincial experts was **awarded a SEED grant** that enabled this group to submit a **Health Quality Council application** for funding to pilot a **Mental Health Shared Care Model.**
- An innovative program was developed and is delivered in Heartland that provides youth who receive a $180.00 liquor ticket the option of attending an addictions education program rather than pay the fine – Hence the name: **180 Program.**
- A realignment of the **RIC Boundaries** (Regional Intersectoral Committee) is facilitating enhanced intersectoral discussion and collaboration.
- **Priority setting meetings** have been held with the **School Divisions** in the Region.

Goal # 3 Retain, Recruit, and Train Health Providers

- **Full Scope of Practice** is facilitated to the greatest extent possible.
- A **Regional staff Orientation** program was scripted and piloted.
- Senior staff within Heartland enrolled in the **Executive Leadership Program.** This will allow those staff to improve their leadership skills and will prepare individuals for promotions within the organization.

- The position of **Podiatrist** was filled.
- Heartland enjoyed a **full complement of Physicians** throughout the year.
- The **Transfer, Lifting and Repositioning** Policies and Procedures have been introduced into the Home Care setting.
- A region wide **Staff Recognition Program** was developed and introduced.
- A comprehensive **Staff Needs Assessment** was conducted.
- The Senior Management Team remains in place with no personnel changes. This has greatly enhanced the **stability of the regional leadership.**
- Heartland has a consistently **low staff turnover.**
- The creation of the Regional Medical Management Structure and appointment of **Interim Senior Medical Manager** has been beneficial.
- The Interim Senior Medical Manager reports **improved working relationships** between physicians and between physicians and other team members.

Goal # 4 A Sustainable, Efficient, Accountable & Quality Health System

- Quality Care Teams have completed the self-assessment in preparation for the Canadian Council on Health Services **Accreditation** visit.
- Heartland continues to partner with the **Health Quality Council** at every opportunity.
- Heartland Health Region is well prepared for the introduction of **Critical Incident** reporting. Several key leaders within the clinical services have participated in the **Root Cause Analysis** training.
- The **regionalization** of the majority of the clinical and administrative services was achieved this year.
- **Centralized Information Technology support** was introduced with much success.
- There has been a significant development in **team and relationship building** throughout the region.
- Heartland awarded **two major financial tenders** in this fiscal year. One was for banking services that other for audit services.
- All existing **payroll systems** were combined and integrated into one.
- A 3-year plan for **Capital Equipment and Projects** was developed.
- A number of Technological developments occurred
    - Beta (Pilot) site for IPFE (Internet Payroll Front End – Internet access payroll allowing for multiple user access)
    - Med 20/20 (Medical Records Software – allows medical records staff to extract standardized information for various purposes)
    - Implementation of the IPHIS System (Public Health Information System for the tracking of Communicable Diseases).
    - Implementation of Procura (Home Care Information System – comprehensive program that facilitates, care plans, scheduling, client billing, time sheets etc.)
    - MDS Implementation continued (Minimum Data Set Information System – a provincially mandated assessment tool used in Long Term Care)
    - Joined Telehealth Saskatchewan
- Heartland ended the year with a **balanced budget**
- Dietary (Biggar, Rosetown and Outlook) and Laundry (Outlook) consolidation of services resulted in **financial savings.**
- Foundations demonstrated strong commitment to health care through **financial support.**

Progress and Results

Organizational Effectiveness Expectations

Governance and Management

The Authority saw some changes this fiscal year in that two new members were appointed to fill existing vacancies. Following orientation the new members have become active and involved in the affairs of the authority.

The Authority struck three committees to assist in the management of its affairs; the Executive Committee, the Internal Audit Committee and the Ethics Advisory Committee.

Community consultation has increased significantly this year. After several unsuccessful attempts to structure Community Advisory Committees an Authority decision was made to solicit consultation opportunities and community input through existing avenues. Perhaps the most significant of these has been the involvement of the President/CEO and the Chair of the Authority becoming regular attendees at the West Central Municipal Government Meetings. Another particularly important intersectoral consultative opportunity is the School Plus Committee.

Numerous reviews were conducted during this past year. An EMS Review was completed and its recommendations presented to three communities. Final decisions regarding implementation are pending at the time of writing. A review of the space available for Heartland use in Kindersley was undertaken, as was a Mental Health services review.

Quality

The Accreditation review process has been integrated into the Quality Improvement program. Self-assessments are complete and final arrangements are being made for the visit in June.

The Manager of Quality Improvement was able to attend the Institute for Healthcare Improvement's 15th Annual National Forum on Quality Improvement in Health Care Conference in New Orleans in December through cooperative funding from the Health Quality Council and the Health Region

The Region is currently working with the Health Quality Council on a Province wide Patient Satisfaction Survey. We are partnering with the Health Quality Council to support new Quality Improvement Initiatives.

Work has begun on the development of a framework for Risk Management.

The Concern handling function remains a critical aspect of quality. Although concerns are not great in number each is significant and treated as such.

CCHSA Accreditation Results

Currently, all three of the former districts maintain their accreditation status. The Region will be accredited in the summer of 2004.

Frequency of reporting Critical Incidents

No critical incidents were reported in this fiscal year.

Concern Handling Program April 1, 2003 to March 31, 2004

Total number of concerns: 20

Total number of concerns resolved within 30 days:
16 (80%) in an average of 12.33 days.

Areas of concern:

Acute Care	1
Case Management	4
Prehospital/Emergency Care	4
Support Services	1
Supportive Care	9
Non-Jurisdictional	1
TOTAL	**20**

The following types of concerns were raised:

Access to Service	6
Care Delivery	10
Communication	1
Environmental Factors	2
Other	1
TOTAL	**20**

Human Resources

Heartland Human Resources is represented at working groups with the other RHAs and Saskatchewan Health. At this level work is done to develop, implement and monitor Human Resource planning and strategies for the province.

Heartland annually updates the Regional Human Resource Plan. This Plan is provided to Saskatchewan Health, Heartland Regional Health Authority, Management, unions and staff through Joint Union/Management Meetings.

Heartland Regional Health Authority has approved the signing of an Aboriginal Representative Workforce Agreement. The Partnership Agreement is under development at the provincial level with Government Relations and Aboriginal Affairs (GRAA) and Unions.

Human Resources monitors and ensures that Regional Health employees, contracted providers and others involved in the delivery of care in the region (such as fee for service physicians) have the required competencies.

Human Resources promote continuing education that supports the regional objectives. Safety and required education for staff has been determined, and training is ongoing in this area. A Regional Occupational Health and Safety Committee has been struck to support Occupational Health and Safety Site Committees and to promote Occupational Health and Safety within the region. Regional Educational and information sharing days have been held for Dietary, Diagnostics, Housekeeping, Activity Staff and Maintenance. Ongoing efforts are made to support full scope of practice throughout the organization.

Heartland Health Region employs some 1669 people, 73% are represented by SEIU (Service Employees International Union), 15.5% by SUN (Saskatchewan Union of Nurses), 7.5% by HSAS (Health Services Association of Saskatchewan), and 4% are out-of-scope. In so far as

absenteeism speaks in part to the quality of the workplace, and can be an early warning sign of retention issues, we are pleased to report the following absenteeism rates by affiliation.

As seen in **Table 3**, Heartland scores in the top-third for lowest rates in all sectors.

***Table 3**: Absenteeism Rates and Rank by Work Group Affiliation.*
2003-2004

Employee Group	Absence Hours Paid per Total Paid FTE Heartland	Absence Hours Paid per Total Paid FTE Saskatchewan
HSAS	50.45	64.35
OOS	40.17	47.91
SEIU	87.43	93.28
SUN	73.50	90.32

Financial

Heartland has taken the initial steps toward multi year planning and is working collaboratively with the Department of Health to develop criteria for multi-year financial planning. To date there has been no requirement to move funds between the funding pools.

Information Management

A multiyear Information Technology Plan has been developed in conjunction with the Provincial Information Technology Plan. It will form a part of the regional multiyear Information Management Plan. Most recently Procura was implemented across the region. As well Med 20/20 was standardized and implemented. Enhancing the Information Technology infrastructure was a major focus this past fiscal year.

Monitoring the quality and security of health information is an ongoing focus. Representatives sit on the provincial Privacy Working Group.

Heartland Health Region has hired a researcher through new targeted funds from the Department of Health. Work is underway between the research and utilization components of the organization to enhance Heartland Health Region capacity in this area.

Heartland Health Region met all provincial directives and uses all provincially mandated systems.

Communications & Issues Management

This fiscal year has seen an increase in cooperation, planning and sharing of information and resources between the communications programs within the Regional Health Authorities and the Department of Health. Much of this has occurred within the work of the Joint Committee on Communications. Heartland has benefited from this shared expertise. Weekly conference calls are facilitating both the department and the regions ability to manage issues as they arise.

Heartland continues to maintain a positive and cooperative relationship with the local media.

Capital

A capital equipment planning and purchasing process is now in place and Heartland has a 3-year plan for capital projects and equipment. The Saskatchewan Government Insurance Risk Management review and the Canadian Mortgage and Housing Corporation review continue to be

a focal point of facility Risk Management program.

Heartland continues to consider options regarding the inventory of capital assets.

Reporting

Heartland Health Region has met all reporting as required and within expected time frames.

Population Health Services

Heartland is working toward a Health Promotion Strategy based on Regional and Provincial priorities. Health Promotion activities within the Region are being tracked.

The "Public Health/Population Health Services in Saskatchewan" October 2001 is under review. This would include Tobacco cessation.

Community Services continue to plan and deliver accessible, effective, comprehensive, and efficient public health services and report as required. Medical Health Officer services are shared with Cypress Health Region. The Provincial Immunization Program is consistently delivered.

Public Health Inspectors are monitoring and inspecting as per *The Tobacco Control Act* as well as maintaining health protection programs. The Communicable Disease Coordinator provides follow-up, tracing of contacts and education regarding sexually transmitted infections.

Injection drug use is minimal in Heartland; consequently there are no formal programs focused on harm reduction.

Population Health Indicators *(Saskatchewan Health Reference Document)*

Chlamydia rates

Heartland has one of the lower Chlamydia incidence rates (a proxy for high risk, unprotected sex) of the Saskatchewan health regions. Our 2002 incidence rate was equal to 96.2 for every 100,000 females (3rd lowest in the province) and 86.0 for every 100,000 males (4th lowest in the province). The provincial rates were 453.1 and 251.3.

Influenza Immunization for Older Adults

63% of Heartland's residents over the age of 65 received their influenza shot in 2002/2003. The provincial rate was 62%. Influenza rates are a good indicator of illness prevention and health promotion activities.

Public Health Act Regulated Facilities

In so far as public health infractions and faulty practices contribute to disease transmission, and in so far as these are identified and remedied through public health inspections, rates of public health inspection can suggest levels of preventative health activities. In 2003, some 78% of our restaurants and public eateries in the health region were inspected (3rd highest of the SK regions), 75% of licensed accommodations (3rd highest of the SK regions), and 84% of swimming pools (4th highest).

Primary Health Service

A Primary Health Care Plan including the expansion of the range of primary health care sites has been developed. Less than 10% of Heartland residents currently receive care from a Primary health Care Team.

The three Advanced Clinical Nurses employed in Heartland Health Services are now registered as Nurse Practitioners. Heartland currently has Primary Health Care sites located at Beechy, Kyle and Lucky Lake.

Emergency Response Services

An EMS review has been completed with a view to ensuring quality service across the region. Consideration of the recommendations is underway. Currently service can be provided to 93% of Heartland residents within thirty minutes.

ALS was maintained 24/7 in Kindersley this past fiscal year. In other sites ALS service is available dependent upon staff assignments. Continuing recruitment and retention issues will make this increasingly difficult to maintain.

Acute Care

Heartland Health Region continued to maintain one district hospital at Kindersley and six community hospitals at Biggar, Davidson, Kerrobert, Outlook, Rosetown and Unity. Each of these hospitals continuously met the expectations as outlined in The Action Plan for Saskatchewan Health Care. Heartland is scheduled to be drawn into the Saskatchewan Surgical Care Network (SSCN) early in the next fiscal year.

Acute & Emergency Services Indicators *(Saskatchewan Health Reference Document)*

Acute Care Weighted Separations & Day Surgery Cases Retained in the Region

Of all of Heartland's residents having an acute inpatient stay or a day surgery in 2001-2002, only 41.23% stayed in the region for this care (i.e. 58.77% of our residents left the region for their acute inpatient stays or day surgeries). This is the 4th lowest retention rate in the province, putting us behind all but the three northern regions.

Inpatient ALOS compared to ALOS in Similar Regions for Medical Cases

As can be seen from **Table 4**, Heartland has an average length of stay (ALOS) per medical case of 5.3. This is in line with the provincial rate (5.5) and that of similar regions (4.9 to 5.9).

***Table 3**: Average Length of Stay for Medical Cases by Region and Year*

	2001/02	2000/01	1999/2000	1998/1999	1997/98
Heartland	5.3	5.4	5.0	6.1	5.1
Sun Country	4.9	5.0	5.1	5.0	4.9
Kelsey Trail	5.9	5.9	5.7	5.9	5.9
Cypress	5.9	5.8	5.7	4.9	6.2
SK	5.5	5.6	5.5	5.5	5.5

Community Care Services

Child and Youth, Adult Community and Psychiatric Rehabilitation Services exist throughout the region. There has been some realignment of services in order to increase efficiency and effectiveness. A Mental Health Review has been completed and consideration of the recommendations is underway.

The Successful Mothers Program, the Safe Driving Program and the Child and Youth Coordinated Behavior Management Initiative continue. Alternatives to Violence counseling is provided individually to clients.

Alcohol and Drug Services are ongoing and have been enhanced with the amalgamation of the Danny Fisher Centre. Addictions and Mental Health are now working in a more coordinated fashion. Mental Health and Addictions Counselors have training in and offer problem gambling counseling.

Physical and occupational therapy and speech language pathology have been offered continuously this year. Both physical and occupational therapy experienced staff vacancies throughout the year. A Podiatrist was hired in March.

Community Care Indicators *(Saskatchewan Health Reference Document)*

Alcohol and Drug Outpatient Completion Rates

At 56.1%, Heartland has the second highest successful completion rate for outpatient alcohol and drug services. We fall after Kelsey Trail at 60.5% and well above the provincial average of 33.3%.

Problem Gambling Treatment Completion Rates for Outpatient Services

Heartland has a 100% successful completion rate for outpatient problem gambling treatment services. The provincial average is 21.43%.
(It should be noted that one client access service in Heartland this fiscal year.)

Institutional Supportive Care

Heartland continues to provide accessible, effective and safe long-term care services. The MDS (Minimum Data Set - provincial mandated assessment tool utilized in Long Term Care) implementation continues. A centralized regional placement process and a standardized assessment tool ensure that care is provided to individuals whose needs cannot appropriately be met in the community. Respite and day programming are also offered as appropriate.

Home Based Acute and Palliative Care

Assessment and Care Co-ordination, Nursing, Personal Care, Home Management, Respite, Minor Home maintenance and Meals are provided throughout the region. These services are delivered as part of an integrated continuum of care. All of these services are available twelve to sixteen hours per day.

Medical/Physician Services – Other

Heartland continues in its willingness to work collaboratively with the Department of Health to establish and implement standardized systems of measuring and reporting medical workload/services. Upon receiving direction Heartland Health Region will participate in the development an implementation of a standardized provincial bargaining framework for regionally administered physician services. As well as adhere to the principles of the standardized framework in managing medical compensation/service issues.

Home Based Supportive Care

Assessment and Care Co-ordination, Nursing, Personal Care, Home Management, Respite, and Meals are provided throughout the region as part of an integrated continuum of care.

Three Heartland Health Region residents have chosen the individualized funding option.

Heartland Health Region continues to work collaboratively with housing authorities and other stakeholders to provide Transition suites and assisted living accommodations. There are at present three assisted living projects in the region. Some housing authorities work cooperatively with HHR to ensure the availability of appropriate equipment for residents.

Bi-annual and as needed assessments of personal care home residents are completed and support is provided on an as needed basis.

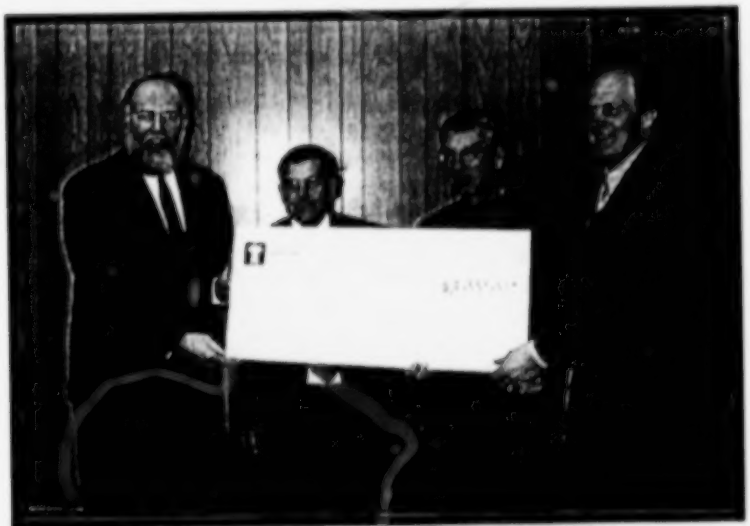
Program Support Services

Heartland Health Region has achieved consolidation of all accounting systems and managed all expenses within their appropriate funding pools. A consolidated payroll system is in place, including the affiliate. Software for materials management has been purchased and is being introduced. There is representation on the Provincial Supply Chain working group.

Much work has been done to build support amongst the public and key health system stakeholders through involvement in West Central Municipal Government Group, discussions with Municipal Leaders, foundations, the Regional Intersectoral Committee (RICS), School Divisions and various other groups. A Corporate Office Open House, an Annual Meeting, and communications all facilitate this. All regular meetings are open to the public.

Heartland works with other Regional Health Authorities and Saskatchewan Health to ensure that the Regional Health Authority appropriately addresses local issues and that Saskatchewan Health appropriately addresses provincial issues. A good relationship exists with local media.

Monthly, the Chair attends the Ministers Forum and the President/CEO attends the Leadership Council. Vice-Presidents participate in various Joint Committee Meetings.



Minister Nilson announces Outlook Facility Construction

Challenges and Future Directions

Many challenges face the planners, decision makers and service delivery personnel in health care. Health status reports, health indicators, needs assessments, and statistics of all kinds provide potential future directions. Without a doubt however, unless we achieve sustainability, maintain appropriate staffing and find ways to serve a declining population in a huge geographic area few of these potential directions will be pursued.

Financial Sustainability

Many factors contribute to the financial challenges facing Heartland. Within the region there are a number of long term care facilities that accommodate a small number of residents. These facilities are economically much more challenging to maintain than larger facilities. The ability to make service adjustments that are required is a critical component of the change process. Delaying such moves compounds the financial problems Heartland faces. Costs of everything from labor to insurance and supplies continue to escalate. As a publicly funded health care organization Heartland, as other regions, has a limited ability to generate additional income. It is often difficult for members of the public and indeed for health care planners to appropriately differentiate between health care wants and health care needs. Adding to this pressure is the concern in small communities about their future viability; health services in many communities are seen as community sustaining employers. There is also a desire on the part of many to perpetuate the traditional forms of health services, namely hospitals. The move to services that are more flexible and less dependent on the "bricks and mortar" are slow to be developed and slow to be accepted. Over the last few years financial planning has been restricted to twelve-month cycles. This short view limits Heartlands capacity to establish a long-range plan that can be communicated, discussed and debated over an extended period of time.

To help address some of these financial issues Heartland will explore innovative funding strategies such as corporate sponsorship. Increasing the use of evidence to ensure good decision-making should enhance the Regions ability to project the changes that are necessary. Sharing the data and the potential choices as well as the probable decisions would provide communities with involvement and advance notice of pending changes. Exploration of alternate service delivery methods and the creation of new ones is important in future planning.

The best way to mitigate the risks (financial, community distress) posed is through good management and good communications. As the budget is determined and the spending occurs, Heartland must continue to closely monitor its state of financial affairs. This will allow adjustments to be planned and managed early in the fiscal year. Keeping the residents of the Region as well informed as possible about the situation will enable both individuals and groups to better understand and contribute to the decisions that are made.

Staffing

As in all of health care the workforce is aging and many are nearing retirement. Recruitment of professionals to rural Saskatchewan remains a challenge. Attracting the seasoned or experienced professionals is even more difficult. Often there is little opportunity for spousal employment and the "advantages" of the urban areas are often seen to outweigh the advantages of rural life. Within certain professions, individuals find it difficult to maintain currency because of low volumes of service.

To help address these human resources concerns a comprehensive Staff Needs assessment was completed. Heartland will be releasing the information gathered and identifying areas to address. Employee wellness programs are most likely to be a part of this strategy. Heartland can explore options around creative work assignments and continue to provide opportunities for professionals to work at the top of their scope of practice. Providing family friendly work environments and maintaining and increasing where possible, the placement of students within our clinical settings will enhance Heartlands ability to attract and retain staff. Offering staff career building opportunities will enable young professionals to see forward to the possibility of long and rewarding careers in the region. Bursaries and educational opportunities will enhance this forward thinking. Maximizing the use of sick and overtime data to strategize methods aimed at reducing these numbers will put more staff in the workplace.

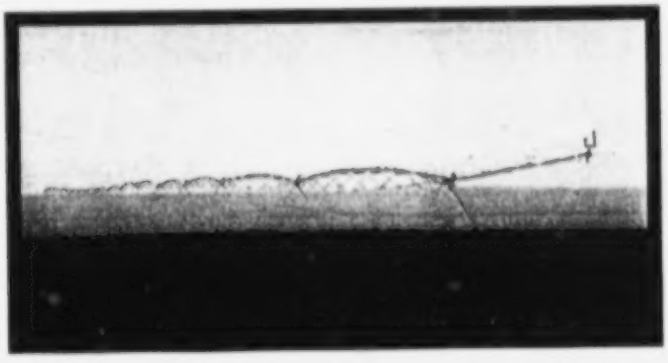
To minimize the risks associated with this issue (having inadequate numbers of staff) Heartland needs to facilitate all professionals performing at the top of their scopes of practice and must develop contingency plans to cope with such a possibility.

Declining Population/Large Geographic area

Heartland Health Region encompasses many hectares of sparsely populated farmland. It becomes increasingly difficult to deliver the traditional service models of care under these circumstances. As the population decreases (as it has and is projected to) this will become even more difficult. For a number of reasons the population in general has not yet embraced the concept of Primary Health care and is anxious to see that the service formats they are familiar with will continue.

There is little the health region can do to change the population trends and certainly nothing that can be done about the geography of the region other than to plan for reduced service demands. The actions that would be most helpful in addressing this issue would be to ensure employee satisfaction through Employee Wellness programs, creative work assignments, extra education as required, and providing a family friendly work environment. From the communities perspectives it is important that they be provided with as much of the best and most accurate information as possible and as early as possible. They need to be part of the process of coming to terms with the changes that will need to be made.

To mitigate the risks associated with this issue (inability to maintain service, loss of clinical skills and distress communities) Heartland needs to share information with the communities. For example, communities should be shown how declining populations result in service demand reductions. This needs to be done long in advance of any action needing to occur. A two-year window would seem reasonable. This would give residents the opportunity to understand the situation, accept the information and perhaps offer alternatives. Heartland also needs to pay particular attention to the education and professional support needs of staff in sole provider situations.



Management Discussion & Analysis

As Heartland looks forward it is helpful to reflect on the events of the past and consider how they will impact on the future. Saskatchewan has a long history of excellent health care. The vast majority of that care was delivered in or out of the local hospital and nearly every town had a hospital. The rural municipalities, the villages, the hamlets and the cities all contributed locally raised funds to these construction projects. The legacy of this history is a deep-seated belief among many that good health care can only be provided by having a hospital nearby. Consequently change does not come easily. It is difficult to move to new ways of doing things in the face of strong desires to keep things how they have always been.

Ten years is not a long time in the memory of a rural resident. Many people still feel a loss from the changes of the early 1990's. The amalgamations and reductions of those years are not forgotten or in some cases forgiven. Memories of how things were done at that time vary with the source but there remains an element of distrust among rural constituents when they talk about and with health care planners and decision makers. Unease rests over healthcare. Some quarters believe that "they wouldn't – they couldn't – we need our hospital". Others work and live in fear of job loss and for some who support families and farms that is very frightening.

The change in utilization of Long Term Care beds combined with a gradual expansion in Home Care services and Personal Care Home services has left Heartland with excess beds. Some rationalization may need to occur as this results in substantial loss of revenue while still costing the Region.

At the time that the Provincial Services were integrated into the Districts the Department of Health determined which positions and programs were to move to the Districts. These services came to be called "Core Programs" Ten years have passed and it is time to revisit this topic. What are the "Core Services" of 2004?

There were few extraordinary costs encountered this fiscal year. The SARS education and preparation did generate some unplanned expenses. It is not anticipated that any capital construction the Region is currently involved in or planning will have any operational impact in 2004-2005.

The 2004 –2005 year will present fiscal challenges to Heartland. Balancing the budget will be difficult in spite of planned changes. The President/CEO and the Chair of the Authority have spoken to this issue at numerous public and special interest group meetings. Repeatedly the message is that the "STATUS QUO IS NOT SUSTAINABLE". Without a major injection of sustained funding the health system as we know it in Heartland, will not be the health system of the future. Ongoing adjustments to programs and services will be required.

Through the use of deferred funds and reserves, Heartland predicts a capacity to meet its commitments and financial obligations for the up coming year. The depletion of these resources may be problematic should Heartland face unexpected expenditures in future years.

Heartland faces numerous risks as outlined previously. Although steps will be taken to address the issues and to mitigate the risks, they retain the potential to cause problems. Perhaps an underrated and not yet mentioned risk is that which is associated with putting money into supporting programs that should be terminated or changed. We, as planners and decision makers must be prepared to make the decisions that the evidence demands.

In conclusion, with minimal management staff, Heartland Health Region did a remarkable job of meeting both financial and service delivery goals.

HEARTLAND HEALTH REGION

P.O. Box 2110, Rosetown, Saskatchewan S0L 2V0 Telephone (306) 882-4111 Facsimile (306) 882-1389

Heartland Health Region
Report of Management

The accompanying financial statements are the responsibility of management and have been approved in principle by the Authority. The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and the Financial Reporting Guidelines issued by Saskatchewan Health, and of necessity include some amounts that are based on estimates and judgments. The financial information presented in the Management's Discussion and Analysis and elsewhere in this report is consistent with that in the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and that financial records are relevant and reliable.

The Heartland Regional Health Authority Members carry out their responsibility for the financial statements. This Committee as a Whole meets with management to discuss and review financial matters. The appropriate auditor has full and open access to the Authority.

The appointed auditor conducts an independent audit of the financial statements. His examination is conducted in accordance with Canadian generally accepted auditing standards and includes tests and other procedures, which allows him to report on the fairness of the financial statements.

Gene Motruk
President & CEO

Stacey Bosch,
Vice President of Corporate Services

KPMG

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PRIVATE AND CONFIDENTIAL
Ms. Stacey Bosch
Heartland Health Region
Box 850
Rosetown, SK S0L 2V0

June 30, 2004

Dear Ms. Bosch

Further to our discussion, we authorize Heartland Regional Health Authority to use our auditor's report in the Authority's annual report for the year ended March 31, 2004.

If you have any questions concerning the above, or if we may be of any further assistance, please do not hesitate to contact us.

Yours very truly

Scott Verity

Scott Verity, CA
Assurance and Business Advisory Services

SDV/km

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AUDITORS' REPORT TO THE DIRECTORS OF HEARTLAND REGIONAL HEALTH AUTHORITY

We have audited Heartland Regional Health Authority's control as of March 31, 2004 to express an opinion as to the effectiveness of its control related to the following:

- To safeguard public resources. That is, to ensure its assets are not lost or used inappropriately; to ensure it does not inappropriately incur obligations; to establish a financial plan to achieve its goals; and to monitor and react to its progress towards the objectives established in its financial plan.
- To prepare reliable financial reports.
- To conduct its activities following laws, regulations, and politics related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing.

We used the control framework developed by The Canadian Institute of Chartered Accountants (CICA) to make our judgments about the effectiveness of Heartland Regional Health Authority's control. We did not audit certain aspects of control concerning the effectiveness, economy, and efficiency of certain management decision-making process.

The CICA defines control as compromising those elements of an organization that, taken together, support people in the achievement of the organization's objectives. Control is effective to the extent that it provides reasonable assurance that the organization will achieve its objectives reliably.

Heartland Regional Health Authority's management is responsible for effective control related to the objectives described above. Our responsibility is to express and opinion on the effectiveness of control based on our audit.

Scope

We conducted our audit in accordance with standards for assurance engagements established by The Canadian Institute of Chartered Accountants. Those standards require that we plan and perform an audit to obtain reasonable assurance as to the effectiveness of Heartland Regional Health Authority's control related to the objectives stated above. An audit includes obtaining an understanding of the significant risks related to these objectives, the key control elements and control activities to manage these risks and examining, on a test basis, evidence relating to control.

Conclusion

In our opinion, Heartland Regional Health Authority's control was effective, in all significant respects, related to the objectives stated above as of March 31, 2004 based on the CICA criteria of control framework, except as follows:

Affiliate Reporting

The following items represent internal control weaknesses identified for the organization affiliated with the Authority:

Authorization of Purchases

The affiliated organization reported weaknesses in authorization procedures with respect to the purchase function.

Review of Payroll

The affiliated organization reported weaknesses in the review and processing of payroll.

Control can provide only reasonable not absolute assurance of achieving objectives reliably for two reasons. First, there are inherent limitations in control including judgment in decision-making, human error, collusion to circumvent control activities and management overriding control. Second, cost/benefit decisions are made when designing control in organizations. Because control can be expected to provide only reasonable assurance not absolute assurance, the objectives referred to above may not be achieved reliably. Also, projections of any evaluation of control to future periods are subject to the risk that control activities may deteriorate.

Yours very truly

KPMG LLP

Chartered Accountants
Saskatoon, Canada

May 4, 2004

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AUDITORS' REPORT TO THE DIRECTORS OF HEARTLAND REGIONAL HEALTH AUTHORITY

We have made an examination to determine whether the Heartland Regional Health Authority complied with the provisions of the following legislative and related authorities pertaining to its financial reporting, safeguarding of assets, spending, revenue raising, borrowing and investing activities during the year ended March 31, 2004:

- The Regional Health Services Act 2003
- The Health Facilities Licensing Act
- The Hospital Standards Act
- The Housing and Special Care Homes Act
- The Trustee Act
- The Tabling of Documents Act
- Related regulations regarding the above legislation
- Orders-in-Council issued pursuant to the above legislation

Our examination was made in accordance with Canadian generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, the Heartland Regional Health Authority has complied, in all significant respects, with the provisions of the aforementioned legislative and related authorities during the year ended March 31, 2004 except as described in the following paragraphs:

Trust Accounts

The Housing and Special Care Homes Act, paragraph 3(c) requires that residents' trust accounts be deposited in a banking institution and the account designated as the residents' trust account. Due to the relative insignificance of amounts, in some cases, separate accounts are not maintained, instead resident trust accounts are tracked internally.

KPMG LLP

Chartered Accountants
Saskatoon, Canada

May 4, 2004

KPMG

Financial Statements of

HEARTLAND REGIONAL HEALTH AUTHORITY

Year ended March 31, 2004

KPMG LLP
Chartered Accountants
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AUDITORS' REPORT TO THE AUTHORITY MEMBERS

We have audited the statement of financial position of Heartland Regional Health Authority as at March 31, 2004 and the statements of operations and changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2004 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

KPMG LLP

Chartered Accountants

Saskatoon, Canada
May 4, 2004

HEARTLAND REGIONAL HEALTH AUTHORITY

Statement of Financial Position

March 31, 2004, with comparative figures for 2003

	Operating Fund	Restricted Funds: Capital Fund	Restricted Funds: Community Trust Fund	Total 2004	Total 2003 (Note 11)
Assets					
Current assets:					
Cash and short-term investments (schedule 2)	$ 3,700,741	$ 1,301,634	$ 51,495	$ 5,053,870	$ 5,080,366
Accounts receivable:					
Saskatchewan Health	1,012,012	418,131	-	1,430,143	1,190,048
Other	714,013	8,582	-	722,595	691,070
Inventory	992,063	-	-	992,063	934,242
Prepaid expenses	369,943	-	-	369,943	148,505
	6,788,772	1,728,347	51,495	8,568,614	8,044,231
Investments (schedule 2)	509,717	268,800	-	778,517	874,549
Capital assets (note 3)		32,801,558	-	32,801,558	35,724,858
	$ 7,298,489	$ 34,798,705	$ 51,495	$ 42,148,689	$ 44,643,638
Liabilities and Fund Balance					
Current liabilities:					
Accounts payable	$ 617,319	$ 49,162	$ -	$ 666,481	$ 1,114,391
Accrued salaries	2,594,310	-	-	2,594,310	1,819,055
Vacation payable	3,460,630	-	-	3,460,630	3,392,654
Mortgages payable - current (note 5)	-	414,770	-	414,770	434,573
Long term debt - current (note 6)	-	200,297	-	200,297	233,310
Deferred revenue (note 7)	1,433,620	-	-	1,433,620	1,599,980
Interfund balance	(812,435)	812,435	-	-	-
	7,293,444	1,476,664	-	8,770,108	8,593,963
Mortgages payable (note 5)		9,369,486		9,369,486	9,747,178
Long-term debt (note 6)	-	100,741	-	100,741	-
Total liabilities	7,293,444	10,946,891	-	18,240,335	18,341,141
Fund balances:					
Invested in capital assets		22,716,264	-	22,716,264	25,309,797
Externally restricted		276,498	51,495	327,993	246,456
Internally restricted		1,404,456	-	1,404,456	1,399,499
Unrestricted	5,045	(545,404)	-	(540,359)	(653,255)
	5,045	23,851,814	51,495	23,908,354	26,302,497
Commitments (note 4)					
	$ 7,298,489	$ 34,798,705	$ 51,495	$ 42,148,689	$ 44,643,638

See accompanying notes to financial statements.

On behalf of the Authority:

Director

Director

HEARTLAND REGIONAL HEALTH AUTHORITY

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2004, with comparative figures for 2003

	Operating Fund			Restricted			
	Budget 2004	2004	2003 (Note 11)	Capital Fund 2004	Community Trust Fund 2004	Total 2004	Total 2003 (Note 11)
Revenues:							
Saskatchewan Health	$ 50,952,960	$ 51,098,974	$ 48,385,222	$ 881,747	$ -	$ 881,747	$ 1,087,373
Other provincial	9,980	116,434	12,980	387,001	-	387,001	357,434
Federal government	-	1,117	60,613	-	-	-	-
Patient fees	7,597,445	7,997,630	7,586,776	-	-	-	-
Out of province (reciprocal)	266,689	309,354	325,649	-	-	-	-
Donations	-	21,601	1,742	352,495	-	352,495	555,016
Investment	147,500	165,750	174,802	17,009	378	17,387	12,871
Ancillary	111,600	70,685	97,370	-	-	-	-
Recoveries	839,013	1,189,324	932,324	-	-	-	-
Other	481,047	284,787	293,242	5,042	-	5,042	3,458
	60,406,234	61,255,656	57,850,720	1,643,294	378	1,643,672	1,996,152
Expenses:							
Province wide acute care services	-	50,849	47,970	-	-	-	-
Acute care services	12,199,890	12,633,834	11,918,376	615,570	109	615,679	622,774
Physician compensation - acute	342,906	269,044	253,808	-	-	-	-
Supportive care services	27,014,023	28,278,015	26,701,694	2,888,086	534	2,888,620	2,836,349
Home based service - supportive care	4,917,948	4,786,907	4,515,823	18,754	820	19,574	18,761
Population health services	2,099,471	1,912,939	1,804,608	13,371	-	13,371	11,950
Community care services	2,859,484	2,718,948	2,564,973	4,654	-	4,654	4,160
Home based services - acute and palliative	644,091	645,537	608,960	1,810	79	1,889	1,618
Primary health care services	2,752,531	2,668,739	2,517,607	286,717	-	286,717	265,719
Emergency response services	2,542,384	2,578,224	2,430,331	145,155	-	145,155	141,265
Addictions services - residential	350,000	350,000	330,179	-	-	-	-
Physician compensation - community services	207,763	222,407	209,812	-	-	-	-
Program support services	4,377,742	4,002,310	3,775,858	151,901	-	151,901	135,754
Special funded programs	-	2,489	2,348	-	-	-	-
Ancillary	47,500	47,669	19,896	-	-	-	-
	60,355,533	61,165,911	57,702,063	4,126,018	1,542	4,127,560	4,035,350
Excess (deficiency) of revenue over expenses	50,701	89,745	148,657	(2,482,724)	(1,164)	(2,483,888)	(2,039,198)
Fund balances, beginning of year	-	-	372,499	26,249,838	52,659	26,302,497	27,820,539
Interfund transfers (note 15)	-	(84,700)	(521,156)	84,700	-	84,700	521,156
Fund Balances, end of year	$ 50,701	$ 5,045	$ -	$ 23,851,814	$ 51,495	$ 23,903,309	$ 26,302,497

See accompanying notes to financial statements.

HEARTLAND REGIONAL HEALTH AUTHORITY

Statement of Cash Flows

Year ended March 31, 2004, with comparative figures for 2003

	Operating Fund		Restricted			
	2004	2003 (Note 11)	Capital Fund 2004	Community Trust Fund 2004	Total 2004	Total 2003 (Note 11)
Cash provided by (used in):	**Operating Activities**		**Financing and Investing Activities**			
Excess (deficiency) of revenue over expenses	$ 89,745	$ 148,857	$ (2,482,724)	$ (1,164)	(2,483,888)	$ (2,039,198)
Net change in non-cash working capital (note 8)	(225,474)	(674,700)	(96,446)	2	(96,444)	146,096
Amortization of capital assets	-	-	3,582,358	-	3,582,358	3,400,382
Change in interfund balances	102,944	(78,655)	(102,944)	-	(102,944)	78,655
	(32,785)	(604,698)	900,244	(1,162)	899,082	1,585,935
Purchase of capital assets:						
Building/construction	-	-	(125,569)	-	(125,569)	(1,783,348)
Equipment	-	-	(533,489)	-	(533,489)	-
Redemption (purchase) of long-term investments	(1,100)	(508,617)	97,132	-	97,132	(365,932)
	(1,100)	(508,617)	(561,926)	-	(561,926)	(2,149,280)
Repayment of debt	-	-	(454,201)	-	(454,201)	(454,047)
Issuance of debt	-	-	124,434	-	124,434	-
			(329,767)	-	(329,767)	(454,047)
Net increase (decrease) in cash and short-term investments during the year	(33,885)	(1,113,315)	8,551	(1,162)	7,389	(1,017,392)
Cash and short term investments, beginning of year	3,819,326	5,453,797	1,208,383	52,657	1,261,040	1,757,276
Interfund transfers (note 15)	(84,700)	(521,156)	84,700	-	84,700	521,156
Cash and short term investments, end of year	$ 3,700,741	$ 3,819,326	$ 1,301,634	$ 51,495	$ 1,353,129	$ 1,261,040

See accompanying notes to financial statements.

1. Legislative authority:

On August 1, 2002, the Legislative Assembly passed *The Regional Health Services Act* (the Act). The Act created the Regional Health Authorities for the purpose of governing the delivery of health services as well as establishing and governing Health Regions in the province of Saskatchewan.

On coming into force, the Act terminated the membership of the individual District Health Boards. All assets, liabilities, rights, and obligations of the District Health Boards continued as the assets, liabilities, rights, and obligations of the Regional Health Authority. All contracts with the District Health Boards remain in effect until repealed or replaced by the Regional Health Authorities.

The Heartland Regional Health Authority ("RHA") was created by the Act. The RHA is responsible for the planning, organization, delivery and evaluation of health services it is to provide (The Act sec 27) within the geographic area known as the Heartland Health Region.

2. Significant accounting policies:

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies.

(a) Amalgamation of Organizations:

The Act and regulations under the Act assign the RHA the responsibility to co-ordinate and deliver certain institutional and community based health services. To meet this responsibility, certain health care organizations (HCOs) were amalgamated with the RHA. In the 2003-04 fiscal year, the following HCOs amalgamated with the RHA:

Kindersley & District Alcohol & Drug Abuse Society Inc. (amalgamated July 1, 2003)

2. Significant accounting policies (continued):

(b) Health Care Organizations:

i) The RHA has agreements with and grants funding to the following community based organizations (CBOs) and third parties to provide health services:

- Canadian Mental Health Association (Saskatchewan Division) Inc.
- Bridgepoint Centre for Eating Disorders Inc.
- Pioneer's Haven Inc. Kindersley & District Alcohol & Drug Abuse Society Inc. (prior to amalgamation on July 1, 2003)

Note 10b) i) provides disclosure of payments to CBOs and third parties.

ii) The following affiliates are incorporated as follows:

- St. Joseph's Hospital of Macklin (incorporated under the The Regional Health Services Act).

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternatively, note 10 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

2. Significant accounting policies (continued):

(c) Fund accounting:

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries, and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health - General Revenue Fund designated for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community-generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

2. Significant accounting policies (continued):

(d) Revenue:

Unrestricted contributions are recognized as revenue in the operating fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are deferred and recognized as revenue of the operating fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

(e) Capital assets:

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Rate
Buildings	5%
Land improvements	5%
Equipment	6.25 to 33%

Donated capital assets are recorded at their fair value at the date of contribution if fair value can be reasonably determined.

(f) Inventory:

Inventory consists of general stores, pharmacy, laboratory, linen and other. All inventories are valued at cost as determined on the first in, first out basis.

(g) Investments:

Investments are valued at the lower of cost or net realizable value.

2. Significant accounting policies (continued):

(h) Pensions:

Employees of RHA participate in several multi-employer defined pension plans or a defined contribution plan. RHA follows defined contribution plan accounting for its participation in the plans. Accordingly, RHA expenses all contributions it is required to make in the year.

(i) Measurement uncertainty:

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

3. Capital assets:

			2004	2003
	Cost	Accumulated amortization	Net book value	Net book value
Land	$ 336,830	$ -	$ 336,830	$ 331,502
Land improvements	621,798	518,822	102,976	125,840
Buildings	54,094,007	25,350,637	28,743,370	31,077,120
Equipment	18,355,463	14,823,666	3,531,797	4,094,057
Construction in progress	86,585	-	86,585	96,339
	$ 73,494,683	$ 40,693,125	$ 32,801,558	$ 35,724,858

4. Commitments:

a) Capital assets acquisitions

At March 31, 2004, commitments for acquisition of capital assets were $185,247 (2003 - $nil).

b) Operating leases

Minimum annual rentals under operating leases on property and equipment over the next five years are as follows:

2005	$	57,548
2006		57,548
2007		49,869
2008		34,976
2009		5,796

5. Mortgages payable:

Title of Issue	Interest Rate	Annual Repayment Terms	2004	2003
Jubilee Lodge, Eston - CMHC mortgage, due May 1, 2017	5.8%	$4,509 principal & interest. Mortgage renewal date - May 1, 2017	$ 41,744	$ 43,817
Wheatbelt Centennial Lodge, Rosetown - CMHC mortgage, due Oct. 1, 2017	5.9%	$11,182 principal & interest. Mortgage renewal date - Oct. 1, 2017	103,532	108,546
Arm River Housing Corporation, Davidson - CMHC mortgage, due Dec. 1, 2016	5.4%	$13,097 principal & interest. Mortgage renewal date - Dec. 1, 2016	121,088	127,560
Diamond Lodge Company Ltd., Biggar - CMHC mortgage, due Jan. 1, 2017	5.4%	$10,680 principal & interest. Mortgage renewal date - Jan. 1, 2017	99,138	104,389
Unity & District Health Centre, Unity - CMHC mortgage, due April 1, 2019	6.9%	$9,824 principal and interest. Mortgage renewal date - Apr. 1, 2019	92,655	96,072
Buena Vista Lodge, Kerrobert, CMHC mortgage, due April 1, 2025	8.0%	$20,814 principal and interest. Mortgage renewal date - Apr. 1, 2025	213,899	217,715
Diamond Lodge Company Ltd., Biggar - CMHC mortgage, due Aug. 1, 2025	8.0%	$11,748 principal and interest. Mortgage renewal date - Aug. 1, 2025	121,414	123,513
Outlook & District Pioneer Home Inc., Outlook - CMHC mortgage, due Jan. 1, 2017	5.7%	$14,688 principal and interest. Mortgage renewal date - Jan. 1, 2017	136,422	143,647

5. Mortgages payable (continued):

Title of Issue	Interest Rate	Annual Repayment Terms	2004	2003
Heritage Manor, Kindersley - CMHC mortgage, due May 1, 2021	5.8%	$304,845 principal and interest of which $113,774 is subsidized by SHC yielding an effective interest rate of 2.0%. Mortgage renewal date - Sept. 1, 2004.	3,332,839	3,443,723
Prairie Manor, Dinsmore - CMHC mortgage, due April 1, 2022	5.9%	$46,337 principal and interest of which $17,721 is subsidized by SHC yielding an effective interest rate of 2.0%. Mortgage renewal date - Aug. 1, 2006.	516,668	532,316
Jubilee Lodge, Eston - CMHC mortgage, due June 1, 2022	6.5%	$90,982 principal and interest of which $37,646 is subsidized by SHC yielding an effective interest rate of 2.0%. Mortgage renewal date - Oct. 1, 2005.	980,198	1,007,678
Lucky Lake & District Special Care Home Inc. - CMHC mortgage, due Oct. 1, 2021	6.2%	$48,083 principal and interest of which $19,350 is subsidized by SHC yielding an effective interest rate of 2.0%. Mortgage renewal date - Feb. 1, 2006.	515,706	531,511
Prairie View Lodge, Davidson - CMHC mortgage, due Dec. 1, 2020	5.4%	$46,995 principal and interest of which $15,107 is subsidized by SHC yielding an effective interest rate of 2.0%. Mortgage renewal date Dec. 1, 2013.	529,094	548,156

Year ended March 31, 2004

5. Mortgages payable (continued):

Title of Issue	Interest Rate	Annual Repayment Terms	2004	2003
Wilkie & District Centennial Nursing, Wilkie - CMHC mortgage, due Feb. 1, 2008	5.6%	$122,223 principal and interest of which $30,720 is subsidized by SHC yielding an effective interest rate of 2.0%. Mortgage renewal date June 1, 2006.	427,802	523,289
Diamond Lodge Company Ltd. - CMHC mortgage, due April 1, 2019	6.5%	$89,954 principal and interest of which $36,125 is subsidized by CMHC yielding an effective interest rate of 2.0%. Mortgage renewal date Oct. 1, 2005.	870,811	904,042
Outlook & District Pioneer Home, Outlook - CMHC mortgage, due April 1, 2021	5.9%	$63,469 principal and interest of which $23,629 is subsidized by SHC yielding an effective interest rate of 2.0%. Mortgage renewal date - Aug. 1, 2006.	684,875	707,601
Golden Years Lodge, Elrose - CMHC mortgage, due Aug. 1, 2025	6.2%	$83,874 principal and interest of which $96,000 is subsidized by SHC yielding an effective interest rate of 2.0%. Mortgage renewal date - Feb. 1, 2006.	996,371	1,018,176
			9,784,256	10,181,751
Less current portion			414,770	434,573
			$ 9,369,486	$ 9,747,178

5. Mortgages payable (continued):

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Principal repayments required in each of the next five years are estimated as follows:

2005	$ 414,770
2006	440,671
2007	467,330
2008	495,610
2009	525,612
Subsequent	7,440,263
	$ 9,784,256

6. **Long-term debt:**

Title of Issue	Interest Rate	Annual Repayment Terms	2004	2003
Eston Health Centre - Royal Bank of Canada demand loan	5.65%	$50,700 principal & interest. Loan renewal date March 31, 2007	$ 176,604	$ 216,524
Rosetown Ambulance Lease, Saskatchewan Property Management Corp.	4.85%	$27,186 principal and interest. Lease term 5 years	124,434	-
Ambulance loan - Royal Bank of Canada	6.12%		-	16,786
			301,038	233,310
Less current portion			200,297	233,310
			$ 100,741	$ -

Principal repayments required in each of the next five years is estimated as follows:

2005	$ 200,297
2006	23,009
2007	24,150
2008	25,348
2009	28,234
	$ 301,038

7. **Deferred revenue:**

	Balance beginning of year	Less amount recognized from Health	Add amount received from Health	Less amount recognized from other sources	Add amount received from other sources	Balance end of year
Health Improvements Initiatives	$ 712,388	$ (176,052)	$ -	$ -	$ -	$ 536,336
Behavioural Management Initiatives	234,948	(13,278)	-	-	-	221,670
Primary Health Transition	105,730	(14,651)	-	-	-	91,079
Team Facilitator Position	-	-	78,600	-	-	78,600
Diabetes Strategy Program	76,697	(39)	-	-	-	76,658
Communication Systems	74,254	-	-	-	-	74,254
Mental Health Manager	60,000	-	-	-	-	60,000
Workplace Wellness	70,760	(20,682)	-	-	-	50,078
Infant Mortality Risk Program	46,415	-	-	-	-	46,415
Professional Development	54,238	(18,744)	9,668	-	-	45,162
PHS-MARS Program	51,525	(9,090)	-	-	-	42,435
Parent Support Program	32,000	-	-	-	-	32,000
Tri-District Parent Support	32,000	-	-	-	-	32,000
Aboriginal Awareness	-	-	12,441	-	-	12,441
Mental Health-Approved Homes	10,766	-	-	-	-	10,766
Adult Behavioural Management	15,017	(5,000)	-	-	-	10,017
Former Greenhead Education Fund	9,331	-	-	-	161	9,492
Occupational Health & Safety	2,484	-	-	-	-	2,484
Primary Health Info Service	10,000	(8,453)	-	-	-	1,547
Lucky Lake ACN Clinic	247	(61)	-	-	-	186
Zero Lift Program	1,180	(1,180)	-	-	-	-
	$ 1,599,980	$ (267,230)	$ 100,709	$ -	$ 161	$ 1,433,620

Restricted funding related to general operations from Saskatchewan Health - General Revenue Fund is recorded as revenue as the related costs are incurred. The funding is restricted in use to provincially approved health improvement initiatives.

8. Net change in non-cash working capital:

	Operating Fund		Restricted Funds			
	2004	2003	Capital Fund	Community Trust Fund	Total 2004	Total 2003
Accounts receivable	$ (267,893)	$ (268,087)	$ (3,729)	$ 2	$ (3,727)	$ -
Inventory	(57,821)	35,065	-	-	-	-
Prepaid expenses	(221,438)	153,349	-	-	-	-
Accounts payable	(355,193)	(981,712)	(92,717)	-	(92,717)	146,096
Accrued salaries	775,255	703,736		-		-
Vacation payable	67,976	61,195		-	-	-
Deferred revenue	(166,360)	(378,246)			-	-
	$ (225,474)	$ (674,700)	$ (96,446)	$ 2	$ (96,444)	$ 146,096

9. Patient and resident trust accounts:

The RHA administers funds held in trust for patients and residents using the RHA's facilities. The funds are held in separate accounts for the patients or residents at each facility. The total cash held in trust as at March 31, 2004 was $17,912 (2003 - $11,241). These amounts are not reflected in the financial statements.

10. Related parties:

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

a) Related party transactions

Transactions with related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of the transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms.

10. Related parties (continued):

a) Related party transactions - continued

	2004	2003
Accounts receivable:		
Department of Health	$ 1,430,143	$ 1,190,048
Accounts payable:		
Saskatchewan Healthcare Employees' Pension Plan	-	175,837
	$ 1,430,143	$ 1,365,885
Revenues:		
Department of Health	$ 51,980,721	$ 48,722,656
Workers' Compensation Board	90,170	37,573
SGI Canada Insurance Services Ltd.	81,267	-
	$ 52,152,158	$ 48,760,229
Expenses:		
Bridgepoint Centre for Eating Disorders Inc.	$ 350,000	$ 350,000
Other Regional Health Authorities	55,179	43,252
SAHO Dental Plan	464,173	222,492
SAHO Disability Plan	852,535	172,815
SAHO Enhance Medical/Extended Dental Plan	761,525	818,088
Saskatchewan Association of Health Organization	195,093	608,663
Saskatchewan Healthcare Employees' Pension Plan	1,822,068	1,538,224
Saskatchewan Power Corporation	1,157,599	803,841
Saskatchewan Property Management Corporation	555,659	475,359
Saskatchewan Telecommunications	435,572	386,428
SaskEnergy Incorporated	624,801	492,921
SGI Canada Insurance Services Ltd.	39,317	131,506
St. Joseph's Hospital of Macklin	1,177,607	1,115,641
Workers' Compensation Board	1,408,768	701,359
Saskatchewan Finance	24,479	15,000
Elrose Ambulance Service	14,421	13,498
Minister of Finance	42,210	32,000
Public Employees Pension Plan	55,695	74,055
Public Service Superannuation Plan	28,283	30,655
Saskatoon Health Region	302,471	245,096
	$ 10,367,455	$ 8,270,889

In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Department of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

10. Related parties (continued):

b) Health Care Organizations

i) Community Based Organizations and Third Parties

The RHA has also entered into agreements with CBOs and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, RHA provided the following amounts to CBOs and third parties:

	2004	2003
Bridgepoint Centre for Eating Disorders Inc.	$ 350,000	$ 350,000
Kindersley & District Alcohol & Drug Abuse Society Inc. (prior to amalgamation of July 1)	27,178	139,582
Canadian Mental Health Association (Saskatchewan Division) Inc.	22,375	22,375
	$ 399,553	$ 511,957

ii) Affiliates

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with , and that reflects, the health goals and objectives established by the RHA. The RHA exercises significant influence over its affiliate by virtue of its material inter-entity transactions. The following presentation discloses the amount of funds granted to the RHA's affiliate:

	2004	2003
St. Joseph's Hospital	$ 1,177,607	$ 1,115,641
	$ 1,177,607	$ 1,115,641

10. Related parties (continued):

b) Health Care Organizations - continued:

ii) Affiliates - continued

Saskatchewan Health requires additional reporting in the following financial summaries of the affiliate entities as at March 31, 2004 and 2003 and for the years then ended:

	2004 (unaudited)	2003
Statement of financial position:		
Assets	$ 542,684	$ 526,089
Net capital assets	3,008,311	3,107,477
Total assets	$ 3,550,995	$ 3,633,566
Total liabilities	$ 269,988	$ 336,934
Total fund balances	3,281,007	3,296,632
	$ 3,550,995	$ 3,633,566
Results of operations:		
RHA grant	$ 1,177,607	$ 1,115,641
Other revenue	470,948	443,021
Total revenue	1,648,555	1,558,662
Salaries and benefits	$ 1,281,734	$ 1,183,425
Other expenses	382,446	399,882
Total expenses	1,664,180	1,583,307
Excess (deficiency) revenue over expenses	$ (15,625)	$ (24,645)

Other expenses includes amortization of $113,779 (2003 - $114,550).

Cash flows:		
Cash from operations	$ 96,407	$ 118,401
Cash used in financing activities	(69,824)	(65,591)
Cash used in investing activities	(14,613)	(10,746)
Increase in cash	$ 11,970	$ 42,064

Cash used in investing activities includes capital purchases of $14,613 (2003 - $10,746).

HEARTLAND REGIONAL HEALTH AUTHORITY

Notes to the Financial Statements (continued)

Year ended March 31, 2004

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11. Comparative Information:

Certain 2002-03 balances have been reclassified to conform to the current year's presentation.

12. Pension plans:

Employees of the RHA participate in one of the following pension plans. Some employees participate in the Saskatchewan Healthcare Employee's Pension Plan (SHEPP), which is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan, which came into effect December 31, 2002. This plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors). Other employees participate in either the Public Service Superannuation Plan (a related party) which is also a defined benefit plan, or the Public Employee's Pension Plan (a related party) which is also a defined contribution plan. Both of these plans are the responsibility of the Province of Saskatchewan. RHA's financial obligation to the plans is limited to making required payments to match amounts contributed by employees for current services. Pension expense for the year amounted to $1,906,046 (2003 - $1,538,224) (Schedule 1).

Effective December 14, 2003, contribution rates are as follows:

- 6.55% (2003 - 5.04%) of pensionable earnings up to the yearly maximum pensionable earnings (CPP) plus
- 8.23% (2003 - 6.72%) of pensionable earnings above the yearly maximum pensionable earnings (CPP).

13. Budget:

The RHA approved the 2003-2004 budget plan on May 28, 2003.

HEARTLAND REGIONAL HEALTH AUTHORITY

Notes to the Financial Statements (continued)

Year ended March 31, 2004

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14. Financial instruments:

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit risk

RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of RHA's receivables are from Saskatchewan Health - General Revenue Fund, Saskatchewan Worker's Compensation Board, health insurance companies or other provinces. Therefore, the credit risk is minimal.

c) Fair value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.
    - Cash and short-term investments
    - Accounts receivable
    - Accounts payable
    - Accrued salaries and vacation payable
- For investments, the fair value is disclosed in Schedule 2.
- The fair value of mortgages payable before the repayment required within one year, is $6,906,508 (2003 - $7,339,908) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements.

15. Interfund transfers:

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases, and reassigning fund balances to support certain activities.

	2004			2003		
	Operating Fund	Capital Fund	Community Trust Fund	Operating Fund	Capital Fund	Community Trust Fund
Building renovations	$ -	$ -	$ -	$ (334,783)	$ 334,783	$ -
Capital asset purchases	(34,000)	34,000	-	(70,718)	152,292	(81,574)
CMHC reserves	-	-	-	(72,819)	72,819	-
Mortgage payments	-	-	-	(45,905)	45,905	-
Other	(50,700)	50,700	-	3,069	(3,069)	-
	$ (84,700)	$ 84,700	$ -	$ (521,156)	$ 602,730	$ (81,574)

HEARTLAND REGIONAL HEALTH AUTHORITY

Schedule of Expenses by Object

Year ended March 31, 2004, with comparative figures for 2003

	Budget 2004	2004	2003
Operating:			
Benefits	$ 6,544,644	$ 7,322,349	$ 6,320,182
Board costs	127,500	91,650	46,569
Diagnostic imaging supplies	109,408	94,826	136,853
Drugs	634,131	692,078	440,758
Food	1,225,572	1,227,560	1,299,861
Grants to ambulance services	60,668	57,660	108,888
Grants to third parties	1,681,373	1,584,608	1,669,332
Housekeeping and laundry supplies	463,851	398,229	250,416
Information technology contracts	182,640	145,175	149,228
Insurance	206,079	228,107	158,913
Interest	8,950	69,546	19,227
Laboratory supplies	488,220	472,738	470,588
Medical and surgical supplies	764,067	720,111	1,242,183
Medical remuneration and benefits	578,546	599,732	362,956
Office supplies and other office costs	581,270	429,278	580,040
Other	1,711,789	1,681,937	1,164,214
Other referred out services	210,841	234,119	9,171
Professional fees	483,212	412,416	361,326
Purchased services	283,561	154,573	634,655
Rent/lease/purchases	716,408	787,921	685,535
Repairs and maintenance	516,024	285,160	685,932
Salaries	40,032,476	40,824,874	38,435,609
Service contracts	299,672	469,660	244,484
Travel expense	912,998	794,074	809,502
Utilities	1,531,633	1,387,530	1,415,641
	60,355,533	61,165,911	57,702,063
Restricted:			
Amortization		3,582,358	3,400,382
Other	-	545,202	634,968
		4,127,560	4,035,350
		$ 65,293,471	$ 61,737,413

HEARTLAND REGIONAL HEALTH AUTHORITY

Schedule of Investments

Year ended March 31, 2004

	Amount	Maturity	Effective Rate
Restricted Investments			
Cash and short-term investments:			
Chequing and savings:			
Rosetown Prairie Centre Credit Union	$ 762,359		
Term deposits:			
Saskatoon, HSBC GIC	513,770	16-Apr-04	1.70 %
Saskatchewan Savings Bonds	77,000	15-Jul-04	5.00 %
	590,770		
	1,353,129		
Long-term investments:			
Saskatchewan Savings Bonds	268,800	15-Jul-05	5.75 %
Total restricted investments	1,621,929		
Unrestricted Investments			
Cash and short-term investments:			
Chequing and savings			
Petty cash	7,195		
Eston CIBC	33,804		
Kerrobert Royal Bank of Canada	1,043,254		
Eatonia Prairie Centre Credit Union	5		
RBC Dominion Securities	426		
Lucky Lake CIBC	14,045		
Davidson Bank of Montreal	56,673		
Dinsmore Credit Union	34,371		
Kyle Prairie Centre Credit Union	18,681		
Unity Credit Union Ltd	56,008		
Saskatoon HSBC Bank of Canada	1		
Credit Union Share Accounts	30		
Kindersley Credit Union	636		
Rosetown Prairie Centre Credit Union	131,467		
Davidson Credit Union	34		
Government of Canada treasury bill	209,242	08-Apr-04	2.09 %
	1,605,872		

HEARTLAND REGIONAL HEALTH AUTHORITY

Schedule of Investments

Year ended March 31, 2004

	Amount	Maturity	Effective Rate
Term deposits:			
Saskatoon, HSBC GIC	$ 1,029,138	14-Apr-04	2.10 %
Saskatoon, HSBC GIC	1,025,145	12-Apr-04	1.70 %
Co-op Equity Accounts	40,586		
	2,094,869		
	3,700,741		
Long-term investments:			
Matcan GIC	42,813	23-Jan-06	4.40 %
National Bank of Canada GIC	42,813	23-Jan-06	4.40 %
TD Mortgage Corp GIC	42,772	23-Jan-06	4.35 %
B2B Trust GIC	43,203	21-Jan-07	4.88 %
Laurentian Bank GIC	43,183	21-Jan-07	4.85 %
Government of Canada Bond	125,795	15-Dec-08	3.57 %
Canada Housing Trust GIC	125,955	22-Jan-07	4.85 %
Bank of Montreal GIC	43,183	22-Jan-07	4.85 %
	509,717		
Total unrestricted investments	4,210,458		
	$ 5,832,387		

Market value of investments at March 31, 2004 was $5,853,394.

Restricted Investments consist of: community generated funds transferred to the RHA and held in the Community Trust Fund (Schedule of Externally Restricted Funds); and replacement reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation (CMHC) and/or Saskatchewan Housing Corporation (A Division of Saskatchewan Municipal Government) (SHC) are held in the Capital Fund (Schedule of Internally Restricted Funds).

HEARTLAND REGIONAL HEALTH AUTHORITY

Schedule of Externally Restricted Funds

Year ended March 31, 2004, with comparative figures for 2003

	Balance beginning of year	Investment income	Donation	Expenses	Withdrawals	Balance end of year
Community Trust Fund Equity:						
Davidson & District Health Centre	$ 626	$ 17	$ -	$ -	$ (643)	$ -
Greenhead District Home Care	52,033	361	-	(79)	(820)	51,495
Total	$ 52,659	$ 378	$ -	$ (79)	$ (1,463)	$ 51,495

	Balance beginning of year	Donations income	Other income	Expenses	Transfer to investment in capital asset fund balance	Balance end of year
Capital fund donations:						
Biggar Hospital	$ 10,005	$ 48,053	$ -	$ (1,762)	$ (15,714)	$ 40,582
Outlook Hospital	-	1,202	-	-	-	1,202
Biggar Diamond Lodge	64,600	103,364	-	-	(17,507)	150,457
Outlook Pioneer Home	-	11,819	-	(600)	(10,710)	509
Eatonia	1,019	-	-	-	-	1,019
Kerrobert	1,272	28,960	-	-	(30,324)	(92)
Kindersley	27,707	30,177	-	(3,688)	(104,191)	(49,995)
Rosetown	-	6,923	-	(700)	(9,067)	(2,844)
Unity	13,397	16,847	-	-	(14,307)	15,937
Davidson	-	5,299	-	-	(7,616)	(2,317)
Dinsmore	19,400	10,763	-	(985)	(3,000)	26,178
Elrose	3,190	8,843	-	(1,315)	(2,000)	8,718
Eston	2,191	13,627	-	-	-	15,818
Kyle	(14,542)	26,413	-	-	(11,899)	(28)
Lucky Lake	-	15,873	-	-	(15,873)	-
Wilkie	13,054	4,688	-	(493)	(8,239)	9,010
EMS	6,714	11,654	-	(335)	(8,614)	9,419
Home Care	683	3,384	-	(859)	-	3,208
Addictions	-	860	-	-	-	860
Region	-	3,746	4	-	-	3,750
Equipment	45,107	-	-	-	-	45,107
Total	$ 193,797	$ 352,495	$ 4	$ (10,737)	$ (259,061)	$ 276,498

HEARTLAND REGIONAL HEALTH AUTHORITY

Schedule of Internally Restricted Fund Balances

Year ended March 31, 2004, with comparative figures for 2003

	Balance, beginning of year	Investment income allocated	Transfer from capital fund annual allocation	Transfer to capital fund expenses	Transfer to investment in capital asset fund balance	Balance, end of year
Biggar Diamond Lodge	$ 148,930	$ -	$ -	$ -	$ -	$ 148,930
Outlook Pioneer Home	95,709	1,119	10,327	-	(9,626)	97,529
Kerrobert Buena Vista Lodge	49,233		-	-	(5,233)	44,000
Kindersley Heritage Manor	224,880				-	224,880
Rosetown Wheatbelt Centennial Lodge	200,000	-	-	-	-	200,000
Unity & District Health Centre	199,485	-	-	-	-	199,485
Davidson Prairie View Lodge	107,306	1,321	27,315	-	-	135,942
Elrose & District Health Centre	74,000	-	-	-	-	74,000
Eston Jubilee Lodge	216,270	-	-	-	(15,580)	200,690
Wilkie & District Nursing Home	83,686	-	-	(4,686)	-	79,000
Total	$ 1,399,499	$ 2,440	$ 37,642	$ (4,686)	$ (30,439)	$ 1,404,456

The RHA is required to maintain certain replacement reserves as a condition of receiving a subsidy assistance from the Saskatchewan Housing Corporation.

HEARTLAND REGIONAL HEALTH AUTHORITY

Schedule of Senior Management Salaries, Benefits, Allowances and Severance

Year ended March 31, 2004, with comparative figures for 2003

Staff	Number of individuals	Salaries[1]	Benefits and allowances[2]	Sub-total	Severances: Number of individuals	Severances: Amount	Total 2004	Number of individuals	Salaries benefits and allowances	Severance	Total 2003
Chief Executive Officer - current	1	$ 124,083	$ 21,193	$ 145,276	1	$ -	$ 145,276	1	$ 9,646	$ 117,718	$ 127,364
	1	124,083	21,193	145,276	1	-	145,276	1	9,646	117,718	127,364
Senior positions:											
VP of Community Services	1	69,126	11,807	80,933	1	-	80,933	-	-	-	-
VP of Corporate Planning	1	88,894	15,183	104,077	1	-	104,077	-	-	-	-
VP of Corporate Services	1	84,640	14,457	99,097	1	-	99,097	-	-	-	-
VP of Health Services	1	88,656	15,142	103,798	1	-	103,798	-	-	-	-
VP of Human Resources	1	92,564	15,810	108,374	1	-	108,374	-	-	-	-
	5	423,880	72,399	496,279	5	-	496,279	-	-	-	-
Senior Medical Manager	1	13,242	2,262	15,504	1	-	15,504	-	-	-	-
	1	13,242	2,262	15,504	1	-	15,504	-	-	-	-
Former Greenhead Health District	-	-	-	-	-	-	-	6	-	-	412,711
Former Midwest Health District	-	-	-	-	-	-	-	4	-	-	261,773
Former Prairiewest Health District	-	-	-	-	-	-	-	5	-	-	290,761
	-	-	-	-	-	-	-	15	-	-	965,245
Total	7	$ 561,205	$ 95,854	$ 657,059	7	$ -	$ 657,059	16	$ 9,646	$ 117,718	$ 1,092,609

(1) Salaries include regular base pay, overtime, lump sum payments, honouraria, and any other direct cash remuneration including sick leave and vacation.
(2) Benefits and allowances include the employer's share of statutory and non-statutory benefits, and employee's taxable allowances.
(3) Employment start date was May 20, 2003.

HEARTLAND REGIONAL HEALTH AUTHORITY

Schedule of Board Remuneration, Benefits and Allowances

Year ended March 31, 2004, with comparative figures for 2003

Board members	Retainer and per diems	Benefits[1]	Other expenses	Total 2004	Retainer and per diems	Benefits and other expenses	Total 2003
Chairperson:							
Lyle Leys	$ 24,135	$ -	$ 4,477	$ 28,612	$ 15,078	$ 340	$ 15,418
	24,135	-	4,477	28,612	15,078	340	15,418
Board Member:							
Lynne Gillies	2,713	88	791	3,592	3,850	137	3,987
Cindy Hoppe[2]	3,863	125	984	4,972	3,100	108	3,208
Diane Javens[3]	4,194	-	445	4,639	4,238	-	4,238
Gary Johnson	5,013	175	1,548	6,736	3,450	112	3,562
Les Langager	4,313	148	1,270	5,731	3,650	121	3,771
Linda Neher	3,775	121	794	4,690	3,550	116	3,666
Erhard Poggemiller	4,363	150	1,638	6,151	4,400	156	4,556
Betty Shapka	6,619	268	4,069	10,956	5,260	209	5,469
Bill Sittler	4,380	144	1,370	5,894	3,675	122	3,797
Wayne Vaxvick	4,740	182	804	5,726	3,600	125	3,725
Golles Colbert	400	6	136	543	1,950	73	2,023
	44,373	1,407	13,849	59,630	40,723	1,279	42,002
Former Greenhead Health District	-	-	-	-	-	-	12,637
Former Midwest Health District	-	-	-	-	-	-	27,641
Former Prairiewest Health District	-	-	-	-	-	-	15,248
	-	-	-	-	-	-	55,526
Total	$ 68,508	$ 1,407	$ 18,326	$ 88,242	$ 55,801	$ 1,619	$ 112,946

(1) Benefits includes employer CPP and all travel time.
(2) Term expired July 31, 2002.
(3) Includes expenses while sitting as a member of Regional Health Authority Planning Committee in 2002.

Heartland Health Region
Public List of Accounts
Personal Services
For the Period of Jan 2003 to Dec 2003

ABBOTT	CINDY	$ 30,972.85
ADAIR	DONNA	$ 27,801.96
ADAMOWSKI	GAIL	$ 62,056.85
ADAMOWSKI	LEO	$ 48,321.96
ADRIAN	LORI	$ 21,723.68
AKISTER	DIANE	$ 3,547.19
ALLAN	GWENNETH	$ 15,868.47
ALLEN	GERALYN	$ 7,984.28
ALLIN	BRENDA	$ 68,288.57
ALTOMARE	JACKIE	$ 31,737.52
ALTROGGE	TRISH	$ 22,697.33
AMY	CHERYL	$ 30,855.40
AMY	JACLYN	$ 5,071.95
ANDERSON	BRENDA	$ 56,967.43
ANDERSON	COLETTE	$ 32,779.52
ANDERSON	CHRISTIE	$ 28,198.31
ANDERSON	TANYS	$ 14,578.41
ANDERSON	VICKI	$ 9,499.07
ANDREW	JUDITH	$ 31,109.59
ANDREW	MICHELLE	$ 15,491.95
ANDREWS	JACKLIN	$ 64,888.13
ANDREWS	WENDY	$ 37,775.09
ANGELOPOULOS	JOSEPHINE	$ 70,763.92
ANHOLT	GARY	$ 30,064.46
ANHOLT	LAURIE	$ 27,541.56
ANHORN	PATRICIA	$ 40,877.49
ANTONENKO	LORAL	$ 19,212.98
ANTONI	MONA	$ 29,187.18
APPEL	AUDREY	$ 24,694.39
ARCHDEKIN	JANICE	$ 28,541.82
ARGUE	LEAH	$ 15,924.25
ARNOLD	BEVERLY	$ 51,430.17
ARNOLD	CHRISTINE	$ 28,589.22
ARNOLD	SHARLENE	$ 15,667.95
ARTYMOVICH	MARJORIE	$ 39,243.64
ASKIN	KIM	$ 40,041.94
AYLWARD	PAT	$ 25,549.08
BABCHUK	BETTY	$ 16,070.29
BACHMAN	TAMMY	$ 34,540.83
BACON	SHELLAN	$ 16,263.45
BADDUIK	JEAN	$ 30,465.47
BAILEY	MILDRED	$ 30,312.02
BAILEY	JENNIFER	$ 6,396.17
BAJEMA	EVERT	$ 37,886.98
BAJEMA	GLORIA	$ 15,322.25
BAKANEC	PATRICIA	$ 34,000.97
BAKER	NICHOLE	$ 23,994.05
BAKER	NOVA	$ 4,842.74
BALDWIN	CATHY	$ 31,432.86
BALDWIN	EUNICE	$ 20,417.37
BALION	KATHERINE	$ 25,919.38
BALL	DOUG	$ 32,376.06
BANKS	SHELLY	$ 22,536.15
BANMAN	E LYNN	$ 11,451.76
BARKER	DOUGLAS	$ 41,200.95
BARKER	BRENDA	$ 23,330.66
BARKER	CLAIRE	$ 12,333.85
BARKS	BETTY	$ 22,295.64
BARLOW	SHARON	$ 22,641.33
BARLOW	BARBARA	$ 16,671.26
BARLOW	AMANDA	$ 7,970.55
BARRIE	DELLA	$ 18,095.10
BARTH	LEONA	$ 34,512.40
BARTH	DIANE	$ 33,991.88
BARTH	MAXINE	$ 25,724.52

BARTLETT	RHONDA	$ 46,585.56
BARTMAN	PHIL	$ 27,134.81
BARTMAN	LAURA	$ 23,491.26
BARTUSEK	ALSANNE	$ 18,404.72
BASLER	CAROLYNE	$ 33,822.51
BAXTER	MARTIN	$ 22,623.89
BAXTER	JUNE	$ 19,590.64
BAXTER	JOAN	$ 18,574.37
BAXTER	LARRY	$ 10,755.66
BAYNE	JOAN	$ 20,929.90
BAZLEY	RENAE	$ 6,005.10
BEADLE	MICHELLE	$ 6,344.95
BEATON	DAUNA	$ 23,405.53
BEATTIE	KATHRYN	$ 12,232.17
BEATTIE	ANNETTE	$ 7,594.67
BEAUCHESNE	ROSEMARIE	$ 30,776.68
BEAUSOLEIL	RITA	$ 19,095.13
BECKER	LINDA	$ 73,041.09
BECKER	DUANE	$ 46,709.94
BECKER	CHERISE	$ 10,246.09
BECKSTEAD	LORI	$ 8,243.69
BEDIER	LOUISE	$ 53,776.28
BEECHINOR	LINDA	$ 28,147.43
BEEK	NADA	$ 10,204.32
BEESON	JACKIE	$ 19,142.33
BEESON	DOUGLAS	$ 7,188.57
BELAK	RONALD LE	$ 61,367.15
BELAK	LINDA	$ 31,095.20
BELCHER	CALLISTA	$ 34,977.40
BELL	BETTY	$ 63,351.64
BELL	JEANETTE	$ 41,246.75
BELL	LORRAINE	$ 20,963.44
BELL	SHARYN	$ 18,120.65
BELL	LINDA	$ 3,851.79
BELLIVEAU	ALAN	$ 17,336.49
BELLIVEAU	DONNA	$ 17,205.08
BENNETT	DIANNE	$ 28,872.41
BEREZITZKY	DEBBIE	$ 30,103.83
BERGEN	CHERYL	$ 6,006.51
BERGEN	GEORGINA	$ 4,411.35
BERGSTROM	REBECKA	$ 4,918.52
BERIAULT	DORIS	$ 53,691.94
BERNIER	DEBBIE	$ 15,942.02
BERTRAM	ELIZABETH	$ 25,653.07
BESSEY	GLORIA	$ 32,618.60
BEVILL	SHANNON	$ 11,702.56
BEWS	TRUDY	$ 31,261.61
BICK	DON	$ 15,540.12
BIESENTHAL	KAREN	$ 22,576.67
BILLETT	JULIA	$ 29,881.22
BINDLE	VALERIE	$ 10,063.15
BLACKWELL	TAMMY	$ 31,015.59
BLACKWELL	LORI	$ 21,038.68
BLACKWELL	BRAD	$ 4,421.27
BLAIS	ALBERT	$ 68,207.90
BLAMPIED	JENNY	$ 14,112.75
BLANCHETTE	DEBRA	$ 57,396.92
BLEILE	MARION	$ 35,467.00
BLEILE	EILEEN	$ 27,683.96
BLEILE	ANGELA	$ 13,805.94
BLEVINS	ELSIE	$ 28,516.67
BLODER	JANET	$ 20,285.16
BOEHM	SANDRA	$ 33,700.60
BOERRICHTER	JANICE	$ 20,689.58
BOERRICHTER	KAREN	$ 3,566.45
BOHACHIK	KATHLEEN	$ 6,331.90
BOHN	NOREEN	$ 32,154.40
BOHN	HELEN	$ 18,730.76
BOISVERT	ERIN	$ 8,312.49
BOND	CHRISTY	$ 51,555.20

BONDT	GERARD	$ 2,933.68
BORDEN	SHARON	$ 23,037.04
BORNE	RODNEY	$ 50,618.87
BORS	BEV	$ 31,462.93
BORSCHNECK	ANN MARIE	$ 18,709.30
BOSCH	STACEY	$ 83,056.34
BOSCH	JOANNE	$ 57,074.92
BOSCH	DONNA	$ 33,705.92
BOSER	TERRY	$ 27,845.35
BOSER	BEATRICE	$ 19,571.07
BOSER	DONNA	$ 18,785.44
BOTHNER	CHARLOTTE	$ 50,653.18
BOUCHARD	ROCHELLE	$ 13,944.76
BOUCHER	COLLEEN	$ 68,300.08
BOURK	BRENDA	$ 6,435.98
BOUTKAN	JOANNE	$ 21,554.17
BOWMAN	DEBRA	$ 31,255.20
BOYD	SHAWNA	$ 11,327.18
BOYLE	ALAN	$ 56,989.89
BRADLEY	LINDA	$ 55,141.83
BRADLEY	PATRICIA	$ 47,697.70
BRADLEY	CHARLENE	$ 24,970.54
BRAUN	GLENDA	$ 19,978.87
BRAUN	MARLENE	$ 4,011.77
BRENNER	RICHARD	$ 56,182.68
BRETZER	GAYLEEN	$ 29,732.00
BREWER	DIANE	$ 47,366.25
BRIDGEMAN	CELESTE	$ 15,828.38
BRIGGS	DOREEN	$ 33,588.03
BRIGHAM	WENDY	$ 61,866.41
BRIGHAM	DAVE	$ 3,109.34
BRILLON	SERENA	$ 4,578.38
BRITNELL	KATHLEEN	$ 22,157.21
BRODY	CARRIE	$ 37,368.18
BROOKS	SUSAN LI	$ 29,016.91
BROSTBULL	CHERYL	$ 49,478.13
BROTZEL	TRINA	$ 30,072.46
BROWN	LAVERN	$ 68,243.73
BROWN	BARBARA	$ 58,087.72
BROWN	WANDA	$ 57,447.77
BROWN	CORINNE	$ 51,615.77
BROWN	SANDRA	$ 39,208.17
BROWN	KAREN MAR	$ 35,430.00
BROWN	DEARA	$ 34,407.82
BROWN	MARILYN	$ 28,075.40
BROWN	DENISE	$ 25,677.93
BROWN	SHIRLEY	$ 18,390.97
BROWN	BARRIE	$ 3,065.46
BRUVOLD	DOREEN	$ 8,576.21
BUCKTON	MICHELE	$ 59,154.95
BUDD	JAMEY	$ 9,355.23
BUECKERT	AUDREY	$ 64,435.74
BUECKERT	ARNOLD	$ 9,570.38
BUHR	TRACY	$ 15,848.20
BURTON	MADELEINE	$ 31,574.93
BURTON	TED	$ 2,661.60
BURTON-CAMPBELL	LINDA	$ 11,843.55
BUSCHYNSKYI	RICK	$ 33,057.42
BUTLER	TORRI	$ 4,360.51
BUTT	SHARON	$ 16,676.53
BUTTON	LORRAINE	$ 28,379.29
BUXTON	SUSAN	$ 27,010.78
BUXTON	TRUDY	$ 24,511.05
BUXTON	LINDA	$ 20,677.08
BUYZE	AMANDA	$ 6,004.65
CALLAGHAN	DIANE	$ 21,101.70
CALLSEN	ELVIRA	$ 25,944.45
CALWELL	KERRI	$ 29,755.69
CAMBER	SUSAN	$ 31,156.53
CAMPBELL	DEANNE	$ 38,913.24

CANNING	JEAN	$ 39,426.88
CARDWELL	KENNETH	$ 4,303.74
CARLSON	VICKIE	$ 30,840.69
CARLSON	ROBERT	$ 28,951.70
CARLSON	HEIDI	$ 17,684.26
CARLSON	BERNADETT	$ 9,213.67
CARNEGIE	LORENA	$ 37,723.07
CARRIERE	JEAN	$ 37,000.95
CARRUTHERS	JENNIFER	$ 11,941.65
CARRUTHERS	JANICE	$ 3,523.42
CARTER	SHIRLEY	$ 3,543.50
CAVE	PHYLLIS	$ 2,556.04
CEY	CATHY	$ 27,943.11
CEY	THERESA	$ 27,104.18
CEY	MAUREEN	$ 20,700.48
CEY	THELMA	$ 11,656.82
CHESSIE	KELLY	$ 17,779.20
CHEYNE	GLENDA	$ 32,326.50
CHEYNE	JAMES	$ 23,855.56
CHISHOLM	JUDITH	$ 29,537.03
CHISHOLM	AMBER	$ 4,619.51
CHOLIN	SHANNON	$ 49,305.26
CHOLIN	MARIE	$ 32,349.11
CHRISTENSEN	ELIZABETH	$ 63,978.24
CLARK	RITA	$ 20,594.39
CLARK	STEPHANIE	$ 5,594.75
CLARKE	L AMY	$ 10,118.14
CLEMENCE	CHERYL	$ 10,973.86
CLIFFORD	BARBARA	$ 2,897.59
CLIMENHAGA	GAYLE	$ 8,026.10
COAKWELL	GINETTE	$ 17,501.77
COAKWELL	ANNETTE	$ 13,168.89
COBEN	BRENDA	$ 26,503.42
CODE	JOANNE	$ 29,892.28
COFFEY	SANDRA	$ 18,879.91
COLBY	DEBBIE	$ 29,514.81
COLE	KAREN	$ 57,777.97
COLLINS	COSETTE	$ 58,140.35
COLLINS	DIANE	$ 31,673.22
COLWELL	ANNABELLE	$ 31,250.67
COOK	DAVID	$ 60,722.47
COOK	PATRICIA	$ 17,896.50
COOL	GLORIA	$ 63,627.31
COOPER	SONJA	$ 31,146.20
CORDES	SANDRA	$ 33,581.36
CORNET	MAXINE	$ 19,252.67
COTE	LOUYSE	$ 30,081.62
COTTINGHAM	CONNIE	$ 26,501.06
COULTER	JUDITH	$ 35,711.56
COWELL	BARBARA	$ 59,521.26
COZAC	TARA	$ 36,565.98
CRAIG	DORA	$ 19,929.50
CRICKETT	VALERIE	$ 60,975.18
CROSS	DONNA	$ 31,312.73
CROSSMAN	LINDA	$ 70,318.96
CRUSE	SHIRLEY	$ 24,398.02
CUMPSTONE	KATHY	$ 22,172.03
CUNNINGHAM	DONALD	$ 31,445.12
CUNNINGHAM	DIANE	$ 12,174.34
CUPPLES	STEVE	$ 48,822.83
CURRIE	SHELLEY	$ 17,828.15
CUTLER	SYLVIA	$ 10,730.75
CYRENNE	DIANE	$ 4,608.89
DAM	JOLIVIA	$ 14,722.20
DAMASKIE	MARILYN	$ 33,443.67
DAVEY	KATHERINE	$ 11,939.63
DAVID	LAURA	$ 57,236.16
DAVIDSON	KEN	$ 3,001.26
DAWSON	TRACY	$ 11,087.27
DAWSON	SHARI	$ 5,554.85

DAY	CHRISTINE	$ 30,637.21
DEARING	MARJORIE	$ 29,744.57
DEBERT	MARIE HEL	$ 18,788.11
DEBUSSAC	NANCY	$ 28,950.21
DEBUSSAC	NOREEN	$ 18,982.84
DEBUSSAC	SHERRI	$ 13,469.87
DEBUSSAC	PAUL	$ 6,531.17
DEBUSSCHERE	KEN	$ 3,540.05
DECAIRE	LINDA	$ 31,728.20
DECK	AUDREY	$ 18,480.12
DECKER	SHARON	$ 28,031.96
DECONINCK SMITH	MARILYN	$ 16,055.31
DEGENSTEIN	ROBERT	$ 63,660.81
DEGNER	ARLENE	$ 32,091.14
DEHAAN	BARBARA	$ 25,728.43
DEIBERT	KERRY	$ 57,523.08
DEIBERT	JAMES	$ 26,443.29
DEIBERT	MICHELLE	$ 26,396.82
DELDAY	MARCIE	$ 15,712.14
DELOWSKY	KATHIE	$ 26,815.28
DEMOISSAC	LORRAINE	$ 37,268.20
DENNEY	JANE	$ 49,979.56
DENNIS	ANN MARIE	$ 13,325.95
DENNISS	COLLEEN	$ 4,760.92
DENTON	JENNIFER	$ 36,646.82
DERDALL	LINDA	$ 43,167.12
DERDALL	SANDRA	$ 30,758.00
DERDALL	LOIS	$ 29,887.24
DERDALL	BERNARD	$ 12,962.95
DEROO	MARLENE	$ 11,245.35
DESJARLAIS	DEBRA	$ 34,231.97
DESROSIERS	WANDA	$ 65,654.41
DESROSIERS	CHERYL	$ 44,416.31
DESROSIERS	FAYE	$ 26,231.27
DESROSIERS	CONNIE	$ 25,301.57
DESROSIERS	SHANNAN	$ 19,742.04
DEWAR	MARGARET	$ 15,021.11
DEY	PAULETTE	$ 13,955.29
DIES	ANN MARIE	$ 61,528.87
DIRKS	GENEVIEVE	$ 2,838.35
DOBROWOLSKI	MARY	$ 32,726.72
DOBSON	JANELLE	$ 15,724.68
DODDS	MICHAEL	$ 4,721.49
DOLLANSKY	BETTY	$ 12,204.73
DOMMETT	BERNADINE	$ 23,165.16
DONAHUE	SHENA	$ 27,558.39
DONAHUE	FRANCES	$ 5,268.25
DOSHEN	CECILY	$ 51,292.79
DOSLEA	ISABEL	$ 21,723.73
DOWN	SHERRY	$ 31,855.34
DOZIER	SHEILA	$ 4,113.21
DRURY	SHIRLEY	$ 59,568.13
DRURY	JANICE	$ 7,629.24
DUBRAY	DONNA	$ 29,910.63
DUECK	LOIS	$ 32,530.28
DUERKSEN	LORETTA J	$ 64,342.25
DUFAULT	ERNESTINE	$ 31,206.10
DUFFIN	LOUISE	$ 27,438.01
DUKE	NORMA	$ 14,421.27
DUKES	GWEN	$ 27,361.69
DUMONT	RENAE	$ 6,192.54
DUNCAN	DEBRA	$ 7,776.76
DUNCAN	JIM	$ 6,069.60
DUNN	BONNIE	$ 51,446.75
DUNNE	THERESA	$ 27,313.76
DUPUIS	JO-ANN	$ 47,096.86
DURETTE	BONNIE	$ 26,899.07
DURKSEN	DAWN	$ 6,129.94
DUTZ	TWYLA	$ 5,312.79
DYCK	SHERIDAN	$ 39,501.94

DYCK	CHERYL	$ 32,936.81
DYCK	CAROL	$ 24,726.53
DYCK	MARYANN	$ 18,655.95
DYCK	JOAN	$ 9,770.72
EDBOM	ROBERT	$ 63,904.54
EDDINGFIELD	JANICE	$ 29,160.55
EDGAR	MARLISS	$ 26,291.41
EDGERTON	JORDAN	$ 5,120.48
EDMONDS	ANNEMARIE	$ 60,596.07
EDOM	KAREN	$ 21,070.95
EDSTROM	DIANNE	$ 65,344.78
EDWARDS	CAROL	$ 37,769.68
EDWARDS	DONNA	$ 27,874.72
EKENCRANTZ	LINDA	$ 28,513.50
EKENCRANTZ	CARLA	$ 20,144.12
EKENCRANTZ	CRYSTAL	$ 10,790.63
ELDER	ANGELA	$ 15,767.75
ELLIOTT	JOAN	$ 29,201.24
ELLIOTT	ANNE	$ 26,194.21
ELLIOTT	SABRINA	$ 19,238.44
ELLIS	MARILYN	$ 29,813.53
EMPERINGHAM	DEBRA	$ 21,589.57
ENDICOTT	LILLIAN	$ 27,851.77
ENDICOTT	DEANNA	$ 13,270.92
ENDICOTT-SHEETS	ROBERTA	$ 7,242.88
ENGDAHL	ERIN	$ 32,438.02
EPP	SYLVIA	$ 27,944.85
EREMENKO	GLORIA	$ 30,454.96
EREMKO	CAROLYN	$ 23,758.01
ERICKSON	PEGGY	$ 21,732.32
ERICKSON	MARILYN	$ 21,320.47
ERICKSON	ALLAN	$ 7,554.97
ERIXON	JENNY	$ 15,859.50
ETSELL MCLEOD	ELAINE	$ 66,566.51
ETTER	PEGGY	$ 32,636.54
EURICH	EMILY	$ 25,986.90
EXNER	SHAUNA	$ 15,042.93
EYOLFSON	JILL E	$ 33,590.71
EYRE	GWEN	$ 58,114.73
FAGNOU	JULIA	$ 60,223.20
FARADAY	PENNY	$ 21,456.87
FARRELL	SHARON	$ 31,388.73
FEATHER	LARK	$ 38,335.77
FELL	EDNA	$ 3,655.90
FELTIS	ELAINE	$ 66,043.38
FELTIS	CAROL	$ 29,560.75
FENRICH	TERESA	$ 29,095.44
FENRICH	SHERYL	$ 14,136.26
FERGUSON	DEBBIE	$ 31,988.54
FEWSTER	JOANNE	$ 62,351.36
FISCHER	ROSALIA	$ 32,769.56
FISCHER	AMBER	$ 3,302.72
FISHER	MARY PAT	$ 58,454.12
FITZPATRICK	JUDY	$ 30,867.68
FIX	JACKIE	$ 25,025.19
FIX	NOREEN	$ 18,204.52
FIX	MARGARET	$ 9,731.26
FLAD	MELONI	$ 59,346.76
FLAHR	SHEILA	$ 29,823.71
FLASCH	KAREN	$ 27,551.46
FLYNN	RENEE	$ 35,205.94
FLYNN	SHERYN	$ 9,491.34
FOLBAR	SHERRI	$ 30,905.94
FOLLICK	CAROL	$ 28,990.05
FOLLIOTT	HUGH	$ 10,765.00
FORESTER	MORRLEEN	$ 31,173.92
FORTIN	CHERYL	$ 30,446.71
FOSTER	DONNA	$ 15,732.03
FOSTER	JEAN	$ 13,112.84
FOUHY	REBECCA	$ 4,728.13

FOX	PATRICIA	$ 25,606.23
FRANCIS	SHEILA	$ 30,591.63
FRANCIS	BEV	$ 17,246.59
FRANCIS	JENNIFER	$ 3,395.98
FRASER	ELLEN	$ 28,918.70
FREISTADT	DENISE	$ 7,477.50
FRERICHS	VALERIE	$ 31,790.16
FRERICHS	JENNIFER	$ 30,771.84
FRERICHS	SUSAN	$ 26,280.79
FRIESEN	ALMA	$ 29,060.56
FRIESEN	RUBY	$ 17,583.90
FRISON	DENISE	$ 27,709.99
FRISON	GWEN	$ 17,239.16
FRITZ	MARION	$ 69,875.12
FROYSTAD	LISA	$ 31,220.64
FUNK	K BRIAN	$ 31,912.85
FUNK	MARGARET	$ 24,462.05
GAFF	JO ANN	$ 36,281.09
GAMBLE	SHERLENE	$ 17,229.61
GAMPE	AGNES	$ 27,575.51
GARRETT	LAURIE	$ 32,237.43
GARRISON	GAYLE	$ 14,889.03
GARTNER	AMANDA	$ 31,635.01
GARTNER	ELSIE	$ 28,473.61
GARTNER	DIANNE	$ 27,669.39
GARTNER	DIANE	$ 5,817.80
GASSNER	CHERYL	$ 6,421.82
GATES	FRANCE	$ 27,805.44
GEDDES	BETTY	$ 16,098.63
GEIGER	SONYA	$ 15,030.56
GENEST	DEBORAH	$ 3,327.08
GEORGE	DOREEN	$ 59,576.99
GEORGE	CAROL	$ 26,330.23
GEREIN	NICOLE	$ 44,418.66
GEREIN	SHELLEY	$ 32,570.70
GEREIN	AUDRA	$ 30,074.64
GEREIN	PATRICIA	$ 29,255.49
GEREIN	MAUREEN	$ 27,627.49
GEREIN	SUSAN	$ 21,465.12
GEREIN	JACQUELIN	$ 16,341.87
GEREIN	HARVEY	$ 12,000.00
GEREIN	JACKIE	$ 7,811.99
GERLING	RUTH	$ 23,256.74
GETZ	GLENYS	$ 34,200.43
GIBSON	JANET	$ 19,107.69
GIBSON	ANITA	$ 17,305.11
GIDLUCK	DONNA	$ 15,350.34
GIFFORD	BRENDA	$ 27,570.67
GIFFORD	LARRY	$ 20,333.35
GIFFORD	JANET	$ 11,261.29
GILCHRIST	MARTHA	$ 52,603.83
GILCHRIST	DONNA	$ 24,685.36
GILLIES	DARLENE	$ 30,444.41
GILLIES	LYNNE	$ 5,101.96
GILLIS	LAURIE	$ 3,161.12
GJERTSEN	BONNIE	$ 8,937.86
GLASSFORD	HAZEL	$ 30,103.36
GLASSFORD	CARRIE	$ 8,550.68
GLESSING	CAROLYN	$ 69,810.14
GLESSING	YVONNE	$ 24,841.34
GOETTLER	DIANE	$ 37,457.31
GORING	JOANNE	$ 24,485.03
GORSALITZ	YVONNE	$ 12,979.79
GOTTFRIED	ADELINE	$ 38,477.89
GOTTSCHALK	BRENDA	$ 31,225.95
GRADIN	SHELLY	$ 10,790.37
GRAHAM	MONA	$ 24,269.87
GRAMLICH	LEONA	$ 27,410.21
GRAMLICH	CARTER	$ 3,614.24
GRAY	CAROLINE	$ 7,260.22

GREEN	LEONA	$ 24,064.40
GREEN	ROBERT	$ 13,156.56
GREENE	AMBER	$ 18,013.61
GREER	JULIE	$ 19,539.42
GREGORY	ROSS	$ 19,388.94
GRESCHNER	MIRANDA	$ 35,254.41
GRIFFIN	KARIN	$ 3,668.68
GRIFFITHS	LORRAINE	$ 18,352.79
GROCHOLSKI	ELAINE	$ 28,391.81
GROCHOLSKI	PENNY	$ 26,152.16
GROCHOLSKI	BRENDA	$ 6,575.24
GROSS	EDITH	$ 65,982.94
GUNDERSON	WENDY	$ 68,605.52
GUNDERSON	DIANA	$ 15,495.94
GUNTHER	SCOTT	$ 23,648.40
GUSTAFSON	PENNY	$ 40,133.75
GUTTING	ANDRIA	$ 14,303.08
HABERMEHL	PATRICIA	$ 57,039.59
HADUIK	CONNIE	$ 61,680.53
HADUIK	SHARON	$ 24,607.20
HALONEN	MELANIE	$ 14,077.01
HALTER	KIM	$ 71,017.02
HALTER	AILEEN	$ 31,368.52
HALTER	SANDRA	$ 12,871.65
HALTER	DAPHNE	$ 7,925.16
HAM	LESLIE	$ 48,168.04
HAMEL	SHERRI	$ 22,628.52
HAMILTON	MARY ANN	$ 5,409.62
HAMMOND	SHARON	$ 31,327.04
HAMMOND	GERRY	$ 27,506.19
HANKE	BARBARA	$ 23,424.12
HANSEN	RITA	$ 31,444.92
HANSON	DIANE	$ 27,298.94
HARACH	JOLEEN	$ 4,450.66
HARBICHT	LEE	$ 31,924.20
HARDENNE	LINDA	$ 28,665.40
HARDY	EMILY	$ 7,150.13
HARLEY	WENDY	$ 59,959.34
HARRABEK	LORRAINE	$ 26,801.62
HARRABEK	NATASHA	$ 18,716.70
HARRIS-DESROSIER	LEE	$ 3,035.47
HARRISON	JOYCE	$ 24,180.03
HARROD	ROSE	$ 24,127.52
HART	GERTRUDE	$ 27,682.55
HARTEMINK	DEBBIE	$ 3,553.86
HARTSOOK	REID	$ 51,829.57
HARTTER	CHARLOTTE	$ 35,424.17
HAUBERG	JILLIAN	$ 8,489.85
HAUBRICH	SHARON	$ 59,766.36
HAUBRICH	KATRINA	$ 3,666.65
HAUG	BEVERLY	$ 31,415.20
HAUGEN	FAYE	$ 28,851.59
HAUGERUD	KIM	$ 6,886.86
HAWES	KATHY	$ 19,925.05
HAWKINS	JUANITA	$ 4,241.94
HAYES	BRENT	$ 65,717.24
HAYNES	BARBARA	$ 47,314.97
HAYWARD	SHARON	$ 42,940.54
HAZEL	GLENDA	$ 46,796.34
HEALEY	SHERRI	$ 58,438.04
HEALEY	COLLEEN	$ 40,740.91
HEATHER	GEORGINA	$ 20,097.20
HEATHERINGTON	WARREN	$ 36,411.96
HEESE	LAURIE	$ 5,468.63
HEIDT	TRACY	$ 57,525.22
HEILAND	JACKIE	$ 21,840.31
HEILMAN	AUDRY	$ 59,721.36
HEINRICH	SUSANNA	$ 17,617.89
HEINRICHS	CARLA	$ 17,586.41
HEINTZ	BERNADETT	$ 25,449.74

HEINTZ	TWILLA	$ 8,593.18
HEIT	AUDREY	$ 13,084.47
HELGASON	LOUISA	$ 12,916.47
HELMAN	MARIE	$ 17,944.88
HENDERSON	ROB	$ 6,585.25
HENDRICKS	MARLENE	$ 54,896.10
HENNES	MAUREEN	$ 3,487.65
HENNING	MARILYN	$ 2,672.09
HEPPNER	EDNA	$ 32,438.14
HERLE	ERICA	$ 32,117.21
HERMANSON	RUTH	$ 41,620.63
HERMANSON	SANTHY	$ 24,040.86
HESS	BARBARA	$ 26,256.07
HIEBERT	KATHY	$ 34,793.54
HILL	CAROL	$ 65,827.27
HILL	SHANNON	$ 28,215.88
HILL	LILLIANE	$ 16,296.13
HILL	RUTH	$ 11,700.85
HJALTE	SHIRLEY	$ 23,487.14
HJELSING	KARRIE	$ 14,680.55
HODGINS	SANDRA	$ 38,473.09
HODGINS	DOUGLAS	$ 2,575.92
HOEHN	CAROL	$ 41,191.33
HOFFMAN	BRENDA	$ 7,850.05
HOGAN	KAREEN	$ 34,651.63
HOGAN	CAROL	$ 31,794.16
HOGAN	VERNA	$ 28,673.01
HOGG	DARLENE	$ 54,087.85
HOLBEN	JENNIFER	$ 5,282.63
HOLLER	BERNIE	$ 59,474.84
HOLLMAN	CHERYL	$ 3,783.43
HOLMES	GERALDINE	$ 23,490.37
HOLTON	IAN	$ 48,930.30
HOLTON	PEGGY	$ 22,730.45
HOLZMAN	PAT	$ 11,375.78
HONCHARUK	CHERYL	$ 27,563.70
HONCHARUK	DOROTHY	$ 24,443.32
HOOGEVEEN	DONNA	$ 7,438.89
HOPPE	CINDY	$ 6,571.80
HORKOFF	STACY	$ 16,507.64
HORN	VIRGINIA	$ 58,260.88
HORTON	GWENDOLYN	$ 17,377.37
HOUBEN	EVELYN	$ 12,213.77
HOVLAND	IAN	$ 31,421.04
HOW	MARYLYNN	$ 11,976.35
HOWES	BETTY	$ 17,652.30
HUBBARD	KAREN	$ 30,214.01
HUBER	CAROL	$ 59,287.83
HUBER	LOIS	$ 56,121.34
HUMPHREYS	HARVEY	$ 37,321.36
HUNTER	ANNABELLE	$ 9,845.27
HUSBAND	JUDITH	$ 29,642.40
HUTCHINSON	SUSAN	$ 25,556.19
IKERT	MONA	$ 34,053.47
IMRIE	MADELINE	$ 22,463.34
IMRIE	CRYSTAL	$ 12,818.76
INGELL	RHONDA	$ 3,640.42
INGRAM	ANNE	$ 27,633.70
INVERARITY	LORRAINE	$ 25,895.88
INVERARITY	VICKIE	$ 21,344.30
INVERARITY	CHERYL	$ 15,321.20
IRELAND	SCHARLENE	$ 42,789.11
ISAAC	MARIAN	$ 28,329.80
ITTERMAN	RAYMOND	$ 2,654.98
IVERSON	LYNDA	$ 32,529.87
JACKSON	DON	$ 39,581.11
JACKSON	BEVERLY	$ 7,992.85
JACOBSEN	LUCILLE	$ 22,452.36
JACOBSON	LOIS	$ 8,490.40
JAINDL	SHARON	$ 32,338.22

JAMES	CARLA	$ 32,050.41
JANS	AMY	$ 19,720.75
JANS	LISA	$ 4,781.85
JANSEN	SANDRA	$ 26,090.27
JANSSENS	ADRIAN	$ 43,876.29
JANZEN	ELIZABETH	$ 29,533.31
JAVENS	DIANE	$ 6,069.74
JEBSON	SUSAN	$ 12,015.69
JENNETT	PAMELA	$ 22,695.14
JENNISON	ANN	$ 24,026.87
JESKE	JUDY	$ 60,794.51
JESS	GLADYS	$ 18,660.63
JEZOWSKI	SHEILA	$ 27,007.21
JOHNS	CINDY	$ 16,547.67
JOHNSON	KATHRYN	$ 46,721.57
JOHNSON	BRENDA	$ 15,092.86
JOHNSON	DEBBIE	$ 11,870.59
JOHNSON	RONALD	$ 7,519.02
JOHNSON	JENNIE	$ 7,493.20
JOHNSON	CONNIE	$ 4,621.15
JOHNSON	GALE	$ 3,033.01
JOHNSTON	KIM	$ 29,396.20
JONES	KATHY	$ 37,187.87
JONES	PAULA	$ 27,692.56
JONES	ARLENE	$ 22,572.89
JONES	LYNNE	$ 19,694.89
JORGENSON	DARLENE	$ 23,960.34
KALLIO	BRENDA	$ 24,450.62
KARPAN	MARJORIE	$ 18,241.59
KAUTH	PAMELA	$ 52,191.27
KEEN	JAN	$ 4,339.11
KEGLER	AUDREY	$ 28,011.44
KELLER	MURIEL	$ 10,445.64
KEMBEL	KELLEY	$ 41,997.73
KEMPPAINEN	GRACE	$ 20,157.08
KENNEDY	CARMEN	$ 43,978.73
KENNON	BRENDA	$ 27,615.98
KENNY	KAREN	$ 74,164.39
KENNY	PATRICIA	$ 23,480.53
KERNOHAN	BEVERLY	$ 52,459.70
KIDD	JUDY	$ 24,127.98
KIEFER	THERESE	$ 19,357.46
KING	SHANNON	$ 28,003.55
KING	HELENA	$ 27,009.93
KING	MARION	$ 22,071.21
KINGWELL	GERALD	$ 35,563.94
KIRKNESS	BRIAN	$ 46,819.91
KIRKNESS	NAOMI	$ 31,003.45
KISSICK	KAREN	$ 35,677.00
KLEIN	JOANNE	$ 26,944.77
KLIPPENSTEIN	ALLEN	$ 31,073.33
KLIPPERT	SHAWNA	$ 24,364.07
KLOTZ	SHARLA	$ 9,298.35
KLOVANSKY	BLANCHE	$ 30,147.03
KNORR	NANCY	$ 62,888.67
KNORR	AMANDA	$ 41,092.47
KNORR	CHARLENE	$ 37,502.36
KNORR	GLORIA	$ 34,959.57
KNORR	ALLISON	$ 9,818.99
KNOX	WENDA	$ 37,259.34
KNOX	KRISTINE	$ 8,775.83
KNUTSON	MARIE	$ 30,839.72
KOBYLAK	DANIEL	$ 18,960.31
KOEBEL	TEENA	$ 35,965.72
KOENDERS	KRISTA	$ 61,412.77
KOHLMAN	LYNDA	$ 46,815.02
KOHLMAN	DIANE	$ 32,246.15
KOHLMAN	LORRAINE	$ 21,532.93
KOHLMAN	MARGARET	$ 10,652.32
KOHLMAN	SHIRLEY	$ 4,505.44

KOKESCH	MEGAN	$ 46,401.81
KON	LEONA	$ 20,632.90
KOOP	CAROLYN J	$ 59,397.42
KOSOLOFSKI	PAM	$ 28,769.29
KOSOLOFSKI	IONA	$ 24,892.13
KOSOLOFSKI	TERRANCE	$ 7,022.52
KREKOSKI	GAIL	$ 67,497.71
KRENTZ	JEANNE	$ 14,648.44
KREPPS	ELLEN	$ 7,217.42
KRIPS	JUDY	$ 34,596.34
KRISTON	ALICE	$ 26,911.68
KRISTON	CHRISTINE	$ 14,112.00
KROEKER	DEBBIE	$ 22,951.18
KROGSTAD	VIVIAN	$ 79,457.63
KROGSTAD	DIANE	$ 31,583.40
KRONBERG	DIANE	$ 55,787.27
KRPAN	VALERIE	$ 24,423.34
KRUESEL	FAYE	$ 3,364.54
KRUPKA	DIANE	$ 26,656.55
KUBAT	SHELLY	$ 26,996.62
KUCHER	SHIRLEY	$ 19,452.41
KUNTZ	SYLVIA	$ 55,479.59
KURULAK MILNE	DEBORAH	$ 43,366.87
KUTSCHERA	KATHY	$ 21,644.73
LAHEY	MIKE	$ 46,410.07
LALEY	MARILYN	$ 34,569.12
LAMMERS	TREENA	$ 3,437.42
LANG	MARIE	$ 25,984.39
LANGAGER	JUDY	$ 52,839.00
LANGAGER	LESLIE	$ 7,508.50
LANGE	PATRICIA	$ 47,785.38
LAROCK	BRADY	$ 5,839.09
LARSEN	LINDA	$ 50,315.07
LARSON	CAROL	$ 51,211.29
LARSON	LEAH	$ 21,415.11
LATURNUS	MARJORY	$ 31,690.26
LAUGHLIN	SHELLY	$ 8,564.98
LAUGHREN	LAURIE	$ 27,804.54
LAUINGER	ELAINE	$ 23,404.14
LAVIGNE	BEVERLEY	$ 76,163.14
LAWRENCE	JOAN	$ 29,203.86
LEACH	DAYNA	$ 2,857.80
LEDDING	DAVID	$ 8,591.67
LEGROW	WENDY	$ 25,492.06
LEHNE	MAURINE	$ 20,214.64
LEITH	MARLENE	$ 28,543.11
LEMCKE	SHIRLEY	$ 25,872.18
LEMON	MARION	$ 27,394.59
LEMON	JACLYN	$ 17,357.36
LEPOUDRE	ROSE MARI	$ 38,660.01
LESLIE	LYNN	$ 35,039.17
LESYK	LORAINE	$ 28,432.14
LESYK	DEBRA	$ 17,294.97
LETAWSKY MORTON	KIM	$ 23,472.02
LEWIN	LOUISE	$ 29,565.77
LEWIS	KATHY	$ 35,833.56
LEWIS	DAWN	$ 20,775.39
LEYS	LYLE	$ 30,570.40
LI	ESTHER	$ 31,678.07
LILBURN	CHRISTINE	$ 59,942.38
LINDGREN	BARBARA	$ 10,328.89
LINDMAN	ROBERTA	$ 31,928.85
LINKLATER	BRENDA	$ 46,502.77
LITTLE	VICKI	$ 32,790.74
LITZ	HEATHER	$ 23,060.90
LOCKWOOD	VAL	$ 41,316.24
LOCKWOOD	PATRICIA	$ 16,852.45
LOCKWOOD	JEANNETTE	$ 6,493.33
LOGAN	SHIRLEY	$ 31,485.35
LOITZ	TERRIE	$ 30,145.27

LOITZ	CLARK	$ 21,488.10
LONGTIN	CATHY	$ 60,519.36
LOREE	CONNIE	$ 9,782.29
LOVENUK	CARMELLE	$ 3,223.00
LOW	BONNIE	$ 63,121.51
LOWE	MARILYN	$ 31,586.55
LOWE	LOIS	$ 24,265.21
LUBIANESKY	ADELINE	$ 3,440.18
LUND	CAROLYN	$ 10,625.94
LYNCH	FAYE	$ 26,654.17
LYTLE	LEANNE	$ 17,157.40
LYTLE-BEAUBIEN	YVONNE	$ 28,403.49
MABBETT	LANA	$ 17,555.52
MACCRIMMON	JOAN	$ 5,610.38
MACDONALD	DIANNE	$ 30,735.92
MACDONALD	ROSEMARIE	$ 16,621.19
MACKENZIE	ROSEMARY	$ 32,427.87
MACKERACHER	DEBBIE	$ 31,933.86
MACKERACHER	SCOTT	$ 4,655.23
MACKIE	JUDY	$ 17,441.42
MACKINNON	CHERYL	$ 10,529.73
MACRAE	JOAN	$ 65,468.59
MADDEN	WILLIAM	$ 41,070.21
MADDEN	JOYCE	$ 13,922.52
MAGGRAH	KATE	$ 14,567.33
MAGNUS	MARILYN	$ 41,410.71
MAGNUS	MAURENE	$ 6,110.35
MAGUIRE	DIANNE	$ 12,893.57
MAHARAJ	SUBHAS	$ 65,872.01
MAHARAJ	MONA L	$ 64,441.02
MAHUSSIER	GILLIAN	$ 6,986.36
MALAZDREWICH	WANDA	$ 5,957.76
MALINDINE	THERESE	$ 31,177.35
MANN	GAYLEEN	$ 52,126.62
MANN	COLLEEN	$ 27,413.69
MANN	WENDY	$ 13,769.12
MANSKE	BARBARA	$ 20,259.98
MANZ	KRISTA	$ 12,692.02
MARCHAND	RANDY	$ 4,098.50
MARCHUK	ANDREA	$ 54,120.00
MARDIAN	TARA	$ 3,794.89
MARSHALL	KARLA	$ 30,099.52
MARSHALL	ALISON	$ 16,475.76
MARTENS	KRISTA	$ 18,374.98
MARTENS	ANGELA	$ 6,520.63
MARTIN	MONANNE	$ 39,809.89
MARTIN	BRENDA	$ 35,548.83
MARTIN	SHERRY	$ 34,956.88
MARTIN	GARRY	$ 25,533.90
MARTIN	EVELYN	$ 21,248.54
MARTIN	DALE	$ 18,460.08
MARTIN	BRYCE	$ 17,297.00
MARTIN	AMANDA	$ 10,289.49
MARUSHECHKA	MARIE	$ 8,295.70
MASSEY	PATSY	$ 12,936.71
MASSIE	LESLEY	$ 50,152.19
MATCHETT	PATTY	$ 28,336.25
MATLOCK	CAROLYN	$ 38,297.28
MAUNDER	BETTY	$ 24,856.77
MAY	CARLA	$ 39,121.47
MAY	LYNNE	$ 31,950.53
MAZZEI	EVELYN	$ 33,817.35
MCADAM	JEANNIE	$ 56,066.96
MCADAM	CALI	$ 36,727.78
MCAUSLAN	BARRY	$ 14,502.35
MCAVOY	BEV	$ 3,876.86
MCBAIN	MARY	$ 7,957.98
MCBEE	BRENDA	$ 25,831.71
MCCARTHY	MARYLOU	$ 7,121.97
MCCARTHY	JANICE	$ 2,907.96

MCCARTY	SHERRY	$ 14,267.71
MCCONNELL	SYLVIA	$ 48,778.66
MCCONNELL	JUDY	$ 22,338.89
MCCORMICK	ANN	$ 50,902.49
MCCUBBING	PATRICIA	$ 28,962.38
MCCUBBING	KATHY	$ 3,190.70
MCCUTCHEON	CAROL	$ 12,503.61
MCDANIEL	SHARON	$ 56,683.56
MCDONALD	JANETTE	$ 60,710.78
MCDONALD	BRENDA E	$ 60,029.08
MCDONALD	GLORIA	$ 31,221.81
MCDONALD	TAMIE	$ 8,752.95
MCDONALD	TRUDY	$ 4,100.86
MCEVOY	LYNNE	$ 23,566.07
MCGURK	DIANE	$ 28,102.25
MCHANSON	SHERI	$ 4,370.32
MCINTOSH	MARY	$ 31,960.16
MCINTOSH	MARYANN	$ 27,233.25
MCINTOSH	BRETT	$ 4,901.23
MCINTYRE	NANCY	$ 24,190.38
MCIVOR	NORLAINE	$ 25,367.06
MCKENZIE	VALERIE	$ 24,768.46
MCLACHLAN	JANICE	$ 43,367.17
MCLAREN-VELTKAMP	DIANE	$ 29,183.35
MCLEAN	VICKY	$ 28,666.95
MCLEOD	DEBRA	$ 6,538.29
MCLEOD	WARREN	$ 3,296.44
MCMILLAN	TERRY	$ 22,456.24
MCNICHOL	JACKIE	$ 31,606.71
MCPHAIL	MARIE	$ 18,321.37
MCPHERSON	THELMA	$ 67,602.49
MCPHERSON	RODERICK	$ 6,390.95
MCRAE	DIANA	$ 49,255.54
MCRAE	LYNNE	$ 25,835.76
MCRANN	BRIAN	$ 11,709.97
MCRANN	NICOLE	$ 7,538.47
MEDCOFF	LANA	$ 36,367.20
MEIER	VIRGINIA	$ 32,105.96
MEIKLEJOHN	TREVOR	$ 58,686.72
MERCER	DONNA	$ 23,064.90
MEREDITH	LINDA	$ 27,239.34
MERKEL	GORDON	$ 65,331.14
MESCALL	AUDREY	$ 38,811.86
METZ	SHELLY	$ 25,051.92
MEWIS	LYNNE	$ 30,313.18
MEYER	JANICE	$ 58,005.94
MEYER	NORMA	$ 43,808.97
MEYER	JOHN	$ 17,549.70
MEYER	BERNADETT	$ 14,805.03
MIKO	SANDRA	$ 32,278.10
MILBURN	LARRY	$ 5,491.63
MILLER	E RUTH	$ 65,494.43
MILLER	FELICITAS	$ 56,772.03
MILLER	JAYLEEN	$ 31,241.16
MILLER	JONNAR	$ 28,296.66
MILLER	CHERYL	$ 27,405.34
MILLER	JOAN	$ 27,194.32
MILLER	DENISE	$ 25,433.28
MILLER	KATHY	$ 14,219.59
MILLER	JANET	$ 11,603.53
MILLER	VICKIE	$ 7,904.12
MILLS	CAROL	$ 31,895.01
MILTON	DEBBIE	$ 53,125.57
MINOGUE	CAROL	$ 16,568.10
MINTO	DIANNE	$ 37,415.81
MOEBIS	DONNA	$ 26,857.24
MOEN	SANDRA	$ 17,503.27
MOEN	KANDACE	$ 10,978.58
MOIR	SHIRLEY	$ 32,605.19
MOISAN	BETH	$ 26,252.70

MOLNAR	CHERYL	$ 28,484.03
MOLSBERRY	BRENDA	$ 31,950.18
MONTREUIL	MARY	$ 19,027.38
MOON	EILEEN	$ 26,410.29
MOORE	SUSAN	$ 76,432.62
MOORE	BRENDA	$ 32,377.55
MORESIDE	DIANNE	$ 60,443.64
MORESIDE	KAREN	$ 28,911.91
MORHART	NICOLE	$ 48,954.71
MORRELL	LYNETTE	$ 8,838.91
MORRIS	BARRY	$ 17,506.95
MORRIS	MELISSA	$ 2,732.31
MORRISON	PATRICIA	$ 38,185.48
MORROW	PEGGY	$ 12,547.57
MORTON	DAWN	$ 20,510.19
MOTRUK	EUGENE	$ 122,098.00
MOURRE	LILLIAN	$ 32,273.68
MUIR	MARY	$ 20,824.31
MULLIN	LORRAINE	$ 30,081.69
MUNRO	KAY	$ 28,718.61
MUNT	SHARLENE	$ 13,190.21
MURPHY	HELEN	$ 34,502.57
MURPHY	DEBRA	$ 21,686.75
MURRAY	DEBBIE	$ 17,886.37
MYCHAN	SANDRA	$ 30,243.85
MYERS	DIANE	$ 31,790.46
MYERS	JOAN	$ 9,765.50
NASH	JOCELYN	$ 11,826.38
NATSKE	JACQUELIN	$ 28,418.90
NEAR	BERYL	$ 4,361.33
NEHER	LINDA	$ 6,572.50
NELSON	SHELLY	$ 44,395.42
NELSON	DARLENE	$ 22,416.34
NELSON	YVONNE	$ 10,773.15
NEUFELD	JUDY	$ 27,262.63
NEUFELD	COLLEEN	$ 14,004.97
NEUMEIER	BRENDA	$ 45,524.17
NEUMEIER	MICHELLE	$ 30,017.68
NEUMEIER	GLORIA	$ 22,934.31
NICKEL	MELVIN	$ 49,211.25
NICKEL	SHARON	$ 26,416.25
NIEDERMAYER	SHARICE	$ 17,592.32
NIEDERMAYER	DAVID	$ 14,705.22
NIELSEN	BRENDA	$ 10,796.77
NISBET	CARA	$ 8,559.12
NOBLE	DONNA	$ 20,992.40
NOBLE	TRICIA	$ 10,880.93
NODWELL	CARLA	$ 31,813.07
NOLIN	PAULINE	$ 31,583.50
NOLTING	SHANNA	$ 21,115.29
NORDMARKEN	ISABEL	$ 26,342.34
O DONNELL	VICTORIA	$ 13,611.77
OBRIGEWITCH	BEVERLEY	$ 32,085.81
OBRIGEWITCH	BRETT J	$ 31,849.35
OBRIGEWITSCH	NOREEN	$ 31,893.15
OJA	GERMAINE	$ 25,910.67
OLFERT	PAMELA	$ 29,482.80
OLIPHANT	LINDA	$ 6,811.08
OLIVIER BROWN	CARRIE	$ 48,203.37
OLSEN	JACKIE	$ 5,639.38
OLSON	PATRICIA	$ 42,278.90
OLSON	SHERRYL	$ 39,755.49
OLSON	IRIS	$ 28,934.98
OLSON	IRENE	$ 27,252.00
OLSON	JOAN	$ 25,279.82
OLSON	KATHARINE	$ 16,047.19
OLSON	PENNY	$ 6,259.59
OLSON	DONNA	$ 6,204.54
OMNESS	LESLIE A	$ 35,167.88
OPSAHL	DEBBIE	$ 27,485.75

OSMAN	JOY	$ 66,532.31
OSTROM	LORRAINE	$ 28,630.07
OSTROWSKI	GWEN	$ 13,213.46
OWEN	THERESA	$ 27,210.61
PACKET	ASHLEY	$ 2,898.36
PAINCHAUD	MARGARET	$ 19,903.90
PAJUNEN	SHEILA	$ 90,386.16
PAJUNEN	LISA	$ 6,934.59
PALMER	CATHERINE	$ 58,651.54
PALMER	GORDON	$ 36,648.87
PAPROSKI	LEANNE	$ 34,049.29
PARK	GLORIA	$ 40,884.34
PARKER	MARGARET	$ 13,795.59
PARKINSON	SHIRLEY	$ 61,869.85
PATEMAN	BEV	$ 10,674.87
PAWLITZA	SUSAN	$ 18,431.38
PAYNE	ELIZABETH	$ 39,126.05
PEARDON	PATRICIA	$ 32,643.63
PEAT	ARLEEN	$ 13,170.57
PEDERSON	KAREN	$ 21,623.12
PEDERSON	WANDA	$ 17,748.77
PEEVER	ESTHER M	$ 54,937.24
PELLETIER	GRACE	$ 36,783.66
PENNER	IRENE	$ 34,514.79
PERKINS	JANICE	$ 18,292.23
PERLINGER	CARA	$ 48,345.53
PERRIN	MARGOT	$ 56,129.63
PETERMAN	JANE	$ 27,839.76
PETERSEN	PAMELA	$ 3,311.99
PETRIE	DELLA	$ 32,188.85
PHILLIPPI	HEATHER	$ 35,094.26
PICHE	DOROTHY	$ 38,998.58
PINNO	DONNA	$ 7,860.29
PLYSIUK	BRENDA	$ 33,005.64
POGGEMILLER	ERHARD	$ 8,261.77
POITRAS	CHARMAINE	$ 48,355.37
POKOLM	DELLA	$ 27,791.03
POLETZ	DENISE	$ 52,978.98
POLETZ	BRENDA	$ 15,758.03
POLSFUT	LEONA	$ 28,204.98
POOL	PATRICIA	$ 39,524.74
POPPLETON	LAVINA	$ 40,146.00
POTRATZ	CAROLYN	$ 26,094.44
POTTS	DOLORES	$ 6,696.59
PRICE	VANESSA	$ 3,962.21
PRINCE	JOHN C	$ 16,557.20
PROCKNOW	KIM	$ 32,842.29
PROCTOR	BONNIE	$ 22,924.24
PRODAHL	KARI	$ 19,605.61
PUNTER	CATHIE	$ 14,773.17
PURCELL	LINDA	$ 61,306.86
PYETTE	LINDA	$ 15,756.44
RABBY	MAUREEN	$ 34,727.13
RADDYSH	ADRIENNE	$ 28,520.81
RADIES	NANCY	$ 29,382.75
RADIES	TRACY	$ 5,783.94
RAMSAY	TAMMY	$ 12,587.68
RANKIN	ANNE	$ 68,460.34
RANKIN	LOUISE	$ 4,068.52
READ	RUTH	$ 66,400.45
READ	LORNA	$ 17,019.34
REDDEN	DEBBIE	$ 58,153.73
REDLICH	GERRY	$ 21,284.04
REDLICK	CHARLA	$ 14,047.00
REED	AUDREY	$ 20,365.73
REED	SHANNON	$ 8,546.94
REED	LORRY	$ 5,426.00
REEVE	JOAN	$ 7,343.62
REGNER	ELINOR	$ 27,862.83
REICH	LORI	$ 16,263.91

REID	CHARLENE	$ 9,091.00
REINIGER	ROSE	$ 25,033.28
REITER	DON	$ 42,009.32
RENWICK	DEBBI	$ 30,158.97
RENZ	DARLEEN	$ 23,087.23
RESCH	MARILYN	$ 37,775.15
RESCH	MARCY	$ 33,500.26
RESTAU	LINDA	$ 45,625.27
RETZLEFF	TRUDY	$ 31,393.20
RHODES	CAROL	$ 64,992.83
RICHARDSON	GRAHAM	$ 36,915.03
RICHARDSON	MONA	$ 20,046.87
RICHARDSON	BRANDI	$ 11,356.52
RICHARDSON	TRACY	$ 6,554.04
RICHARDSON	DONNA	$ 4,493.45
RICKWOOD	WILLIAM	$ 39,939.69
RIECKEN	ROSALIE	$ 27,586.01
RIECKEN	CORRINA	$ 2,595.01
RIENDEAU	GAYLE	$ 71,415.00
RINGDAL	LAVERNE	$ 20,665.54
RINGROSE	CATHY	$ 73,910.99
RISLING	VALERIE	$ 28,606.66
RISLING	BONNIE	$ 13,604.92
RISLING	AGNES	$ 6,847.96
RISSLING	IRENE	$ 31,346.40
RITCHIE	ADELE	$ 63,555.34
RITCHIE	DAWN	$ 50,990.73
RITCHIE	LAURIE	$ 24,977.82
RITSCO	KAREN	$ 12,998.06
RITTER	MONICA	$ 38,741.30
RITTINGER	MARLENE	$ 32,317.95
RITZ	SUSAN	$ 59,151.84
ROACH	DAVID	$ 30,909.65
ROBELLA	LYNN	$ 15,181.37
ROBERTSON	FAY	$ 14,641.58
ROBILLARD	KAREN	$ 30,217.01
ROBINSON	DEBORAH	$ 28,571.79
ROBSON	SHELLY	$ 73,213.49
ROBSON	KIMBERLEY	$ 5,706.85
ROGAL	STEPHANIE	$ 22,655.12
ROHS	AMANDA	$ 4,686.13
ROLLESTON	RONDA	$ 25,714.57
ROLSTON	LOUISE	$ 29,569.30
ROLSTON	MELISSA	$ 6,641.50
ROSZELL	JOAN	$ 49,000.05
ROSZELL	BRENT	$ 30,443.21
ROSZELL	SHERRY	$ 26,327.98
ROSZELL	SHELLEY	$ 11,981.05
ROTH	KATHY	$ 56,063.69
ROTT	CATHERINE	$ 17,455.43
ROUSE	JANICE	$ 28,055.13
ROY	MARLENE	$ 31,132.54
RUBLEE	ANGELA	$ 25,791.42
RUTTLE	LYNDA	$ 23,522.97
RYALL	CLAUDIA	$ 28,347.71
RYAN	CAROL	$ 59,241.60
RYSAVY	BEVERLEY	$ 52,015.53
RYSAVY	SHIRLEY	$ 34,538.88
SAATHOFF	KARYN	$ 23,372.71
SABISTON	HELGA	$ 28,289.00
SAGEN	BARBARA	$ 12,959.66
SALEWSKI	KAREN	$ 23,999.09
SALEWSKI	DANA	$ 6,956.39
SALKELD	SHARON	$ 3,775.99
SAMPSON	CONNIE	$ 16,854.60
SANDER	SUSAN	$ 29,878.40
SANDER	NORMA	$ 27,320.16
SANVILLE	ANNEMARIE	$ 27,183.57
SARE	NICOLE	$ 7,429.37
SARICH	MARIANNE	$ 32,017.31

SARICH	RHONDA	$ 23,001.48
SARICH	LOIS	$ 11,544.91
SARVAS	KATHLEEN	$ 18,616.26
SATTLEMEIER	YVONNE	$ 32,614.64
SAWATZKY	LINDA	$ 30,487.69
SAWATZKY	KIMBERLEY	$ 20,444.47
SCHAAB	JOCELYN	$ 8,999.29
SCHAFER	BEATRICE	$ 31,399.49
SCHELL	THELMA	$ 31,259.56
SCHELL	WANDA	$ 30,190.59
SCHELL	MICHELLE	$ 17,082.65
SCHERR	RANDY	$ 42,719.59
SCHERR	EILEEN	$ 11,260.75
SCHILLE	ELAINE	$ 30,579.36
SCHILLING	SANDRA	$ 18,120.65
SCHIMPF	JOANNE	$ 40,677.31
SCHMALZBAUER	TERRY	$ 30,704.22
SCHMALZBAUER	SHAUNA	$ 19,392.01
SCHMIDT	SHIRLEY	$ 22,802.76
SCHMIEDGE	LANA	$ 28,697.86
SCHMIEDGE	ADRIAN	$ 18,979.89
SCHMIT	JAMES	$ 12,459.03
SCHNEIDER	AUDREY	$ 3,032.53
SCHOELER	AMY	$ 5,579.22
SCHOMMER	PATRICIA	$ 22,068.24
SCHROEDER	LINDA	$ 28,928.32
SCHULTZ	CURTIS	$ 5,482.04
SCHUMACK	MARY ANN	$ 24,193.71
SCHURMAN	JANICE	$ 39,280.70
SCHWAB	MICHELLE	$ 45,867.29
SCHWAB	EVA	$ 29,813.33
SCHWAB	BRENDA	$ 24,542.48
SCHWARTZ	BERNIE	$ 34,083.59
SCOTT	DEBORAH	$ 33,145.46
SCOTT	MICHELLE	$ 30,244.58
SEDGWICK	CAMILLE	$ 46,517.18
SEDGWICK	LORI	$ 22,317.81
SEE	PAUL	$ 49,408.90
SEFFERN	SUSAN	$ 8,938.04
SEGO	CAROLE	$ 11,783.19
SEGRIFF	K JAMES	$ 21,493.12
SEIDL	AUDRIE	$ 12,810.96
SEIS	ERIN	$ 35,468.40
SEMILET	DANORA	$ 27,387.37
SENGER	DIANA	$ 51,082.35
SENGER	MARGARET	$ 26,525.97
SERFAS	KAREN	$ 58,026.11
SERFAS	MAUREEN	$ 51,017.92
SERFAS	MARIANNE	$ 3,594.07
SERSON	FAYE	$ 26,462.26
SERVINSKI	VIOLET	$ 27,869.50
SEVERSEN	JANELLE	$ 49,603.23
SEYMOUR	DONNE	$ 8,352.04
SHAFER	JOYCE	$ 16,286.62
SHAPKA	BETTY	$ 14,368.02
SHARP	LAURA	$ 16,081.72
SHEREMETA	DONALD W	$ 50,854.29
SHETTERLY	DOROTHY	$ 20,726.94
SIBLEY	TANISLEI	$ 50,329.28
SIEBEN	JOSEPHINE	$ 32,934.19
SIGFUSSON	JAIMIE	$ 9,635.86
SIGSTAD	MELINDA	$ 4,112.31
SILVERNAGLE	GENNY	$ 72,722.21
SILVERTHORN	SHANNON	$ 47,210.75
SILVERTHORN	LINDA	$ 23,402.78
SIMMONS	MARLENE	$ 21,585.56
SIMONSON	SUSAN	$ 50,244.65
SIMONSON	CORLYSS	$ 31,025.02
SIMONSON	SARAH	$ 26,472.01
SIMONSON	ANNA	$ 19,275.14

SIMPSON	GLORIA	$ 31,750.76
SIMPSON	DEBRA	$ 22,122.24
SIMPSON	AMY	$ 18,454.16
SIMPSON	SHELLY	$ 4,782.46
SINCENNES	MARLENE	$ 30,587.13
SINCLAIR	AGNES	$ 40,858.41
SINCLAIR	VALERIE	$ 30,635.00
SIROSKI	PATSY	$ 60,982.17
SIROSKI	DELLA	$ 12,260.42
SITTER	LYNN	$ 29,633.42
SITTLER	MARTHA	$ 46,360.04
SITTLER	LEONA	$ 25,891.84
SITTLER	PATRICIA	$ 23,650.27
SITTLER	SHANNON	$ 21,357.60
SITTLER	MELANIE	$ 17,082.25
SITTLER	WILLIAM	$ 6,297.23
SIZER	KATHY	$ 17,084.04
SKILLITER	GRAHAM	$ 5,059.32
SKINNER	THERESA	$ 46,368.93
SLOCOMBE	BARBARA	$ 20,102.28
SLOMAN	DIANNE	$ 41,832.25
SLYWKA	SHARON	$ 45,101.63
SMID	BARBARA	$ 27,722.88
SMILLIE	MARY	$ 31,116.41
SMITH	DARLENE	$ 61,840.48
SMITH	SANDY	$ 47,095.81
SMITH	WANDA	$ 29,260.47
SMITH	COLLEEN	$ 21,172.60
SMITH	DIANNE	$ 19,194.84
SMITH	CHERYL	$ 17,290.59
SMITH	DEBORAH	$ 4,555.55
SMITH	SUSAN	$ 2,663.48
SOLNICKA	ALICE	$ 29,440.18
SOLNICKA	TOSHA	$ 15,947.38
SOMERVILLE	GLENDA	$ 18,454.49
SOMERVILLE	KIMBERLY	$ 6,267.84
SONMOR	MARION	$ 20,783.45
SOOKOCHEFF	MILES	$ 76,963.21
SOPYC	DIANE	$ 15,965.87
SOROCHUK	GAYLENE	$ 5,226.90
SOTHMANN	KIM	$ 20,691.37
SOTHMANN	KARIN	$ 5,684.02
SPARKS	GLENNA	$ 35,883.15
SPECHT	DONNA	$ 2,697.40
SPERLE	CATHERINE	$ 34,788.37
SPERLE	NOLA	$ 33,951.16
SPERLING	COLLEEN	$ 24,410.90
SPERLING-LAW	SHEILA	$ 26,820.24
SPIGOTT	SHARON	$ 51,755.80
SPIGOTT	JOAN	$ 38,775.61
SPIKER	SHAWN	$ 18,723.26
SPROULE	GWEN	$ 24,001.56
SPROXTON	LEFA	$ 88,922.68
SRIGLEY	RUTH	$ 28,848.71
ST JOHN	SUZIE	$ 39,548.71
ST PIERRE	DENISE	$ 20,254.89
STABBLER	LEONA	$ 40,113.01
STADNYK	SHARI	$ 26,152.45
STALLMANN	LAURA	$ 21,843.84
STANG	IRENE	$ 11,498.56
STANJEK	DONNA	$ 30,631.85
STANLEY	LEESA	$ 58,381.83
STEER	SYDNEY E	$ 35,976.03
STEHR	GLORIA	$ 26,245.42
STEIERT	AUDREY	$ 50,283.25
STENERSON	BARBARA	$ 27,908.50
STEVENS	LISA	$ 51,335.68
STEVENS	DEBRA	$ 21,286.21
STEVENSON	MARILYN E	$ 59,568.86
STEWART	NANCY	$ 30,672.30

STEWART	HEATHER	$ 27,264.09
STOPANSKI	VALERIE J	$ 52,230.99
STORY	TERRI	$ 57,322.21
STRAF	DAWN	$ 6,520.91
STRATTON	CARLA	$ 61,487.37
STRETCH	DOROTHY	$ 8,489.45
STUBSON	LYNETTE	$ 34,757.17
STURGESS	LORALIE	$ 30,666.02
STUSRUD	JAN	$ 50,955.98
SUCHAN	JILL	$ 11,023.93
SUMMERFELT	WILLIAM	$ 4,200.00
SUTER	DONNA	$ 48,140.91
SUTHERLAND	DONNA	$ 71,148.53
SUTHERLAND	JOYCE	$ 31,199.22
SUTHERLAND	VIRGINIA	$ 28,251.55
SUTHERLAND	MARJORIE	$ 22,804.64
SUTHERLAND	CHERYL	$ 18,183.68
SUTTON	HELENE	$ 24,086.09
SWEET	DENISE	$ 24,992.02
SWEET	WAYNE	$ 21,777.44
SWIDROVICH	CHRISTOPH	$ 3,464.59
SWITZER	GLORIA	$ 40,931.03
SWORD	EILEEN	$ 24,585.02
TARNES	JUDY	$ 23,012.66
TAVANETZ	GAIL	$ 29,220.62
TAVANETZ	GLENNA	$ 22,366.69
TAYLOR	SHERI	$ 50,142.97
TAYLOR	MARLA	$ 29,901.65
TAYLOR	KAREN	$ 29,448.89
TAYLOR	DONNA	$ 18,067.49
TERNES	DALE	$ 70,433.28
TERNES	ALVIN	$ 47,600.49
TESSIER	RITA	$ 17,838.62
TESSIER	NICOLE	$ 6,908.80
TETZLAFF	STEPHANIE	$ 8,665.39
THALHEIMER	SHELLY	$ 16,129.54
THIESSEN	SHERI	$ 31,531.34
THIESSEN	EILEEN	$ 15,450.36
THOMAS	ELAINE	$ 3,450.72
THOMAS	JEANETTE	$ 3,041.57
THOMPSON	JOAN	$ 29,553.86
THOMPSON	RONDA	$ 17,042.53
THOMPSON	KELLY	$ 3,359.34
THOMSON	CHRISTINA	$ 14,790.39
THOMSON	KARI	$ 13,194.82
THORPE	KATHLEEN	$ 52,088.02
THORPE	GLENDA	$ 23,349.89
THORPE	MARNIE	$ 7,122.23
TOFIN	ADELE	$ 12,918.42
TOLLEFSON	CHRISTINE	$ 52,717.78
TOMYN	LUCILLE	$ 25,805.23
TORRANCE	CAROLYN	$ 58,033.82
TORRANCE	ANGELA	$ 16,333.21
TORRENS	LORRAINE	$ 33,476.11
TOWNSEND	SHELLEY	$ 9,028.82
TRAPP	CAROL	$ 21,386.34
TRAYHORNE	COLLEEN	$ 31,318.72
TRAYHORNE	DORIS	$ 16,889.55
TREMBLEY	JULIE	$ 21,136.87
TRUMBLEY	BETTYANN	$ 63,712.93
TRUMBLEY	DEBBIE	$ 2,967.76
TUCHSCHERER	LAVONNE	$ 23,095.92
TUCKER	ROSELLA	$ 32,682.40
TUCKER	JANET	$ 29,053.09
TUCKER	JOANNE	$ 9,245.54
TULLIS	VERNA	$ 36,470.46
TUNALL	MARJORIE	$ 63,847.23
TUPLIN	SANDRA	$ 31,616.79
TUPLIN	KRISTIN	$ 23,265.57
TURNBULL	LAUREL	$ 5,065.36

TURNER	KATHLEEN	$ 52,637.63
TWETEN	CHERYL	$ 18,231.38
TYNDALL	BETTIE	$ 33,469.84
TYNDALL	SHIRLEY	$ 30,472.36
UGLEM	TRACY	$ 4,409.65
URLACHER	ROXANNE	$ 19,612.60
UZELMAN	GLENNYS	$ 34,318.57
UZELMAN	MARGARET	$ 21,385.37
VALEN	BRENDA	$ 31,276.31
VAN SEGGELEN	DEBRAH	$ 16,417.74
VANTHUYNE	MARLENE	$ 41,564.84
VAVRA	DONNA	$ 57,052.94
VAXVICK	JEAN	$ 53,602.92
VAXVICK	WAYNE	$ 7,095.18
VEIKLE	LINDA	$ 25,957.62
VEITENHEIMER	IRENE	$ 25,766.00
VERHAEGHE	WILMA	$ 23,185.01
VERONELLY	YVONNE	$ 58,796.25
VETTER	AUDREY	$ 32,029.63
VETTER	BERNADETT	$ 27,264.57
VETTER	ANN	$ 27,022.62
VETTER	ANGELA	$ 7,381.61
VOGEL	MARGARET	$ 32,831.07
VOGELSANG	ELAINE	$ 52,669.34
VOGELSANG	DARLENE	$ 27,227.83
VOLK	DONALD	$ 46,799.94
VOLK	BEVERLEY	$ 40,080.51
VOLK	DARLENE	$ 31,448.89
VOLLMAN	SHIRLEY	$ 19,545.01
WAGAR	MARIE	$ 55,341.67
WAGNER	THERESE	$ 58,090.68
WAGNER	STACEY	$ 35,732.10
WAGNER	TERRY	$ 29,169.37
WAGNER	MARTY	$ 21,574.28
WAGNER	EVELINE	$ 18,235.40
WAGNER	LESLIEANN	$ 8,070.48
WAITE	DONNA	$ 32,842.94
WAKE	ELLA	$ 37,558.37
WALKER	EVELYN	$ 54,315.29
WALKER	CHERYL	$ 50,637.21
WALKER	TRACY	$ 5,338.38
WALKER HORWATH	SUSAN	$ 20,681.02
WALL	BARRY	$ 23,815.62
WALL	PENNY	$ 19,088.75
WALL	CAROL	$ 13,975.50
WALLIN	JUDI	$ 39,834.78
WALLIS	DENISE	$ 28,035.30
WALZ	KRISTIN	$ 11,876.21
WARMAN	JOAN	$ 30,138.18
WARREN	LYNNE	$ 22,688.50
WARRINGTON	CHANTAL	$ 9,680.60
WASKO-LACEY	LINDA	$ 87,556.98
WATT	DENISE	$ 27,031.38
WAY	DOREEN	$ 15,745.71
WEBBER	PAMELA	$ 31,130.65
WEBBER	JANINE	$ 26,853.22
WEBER	DAWN	$ 25,445.64
WEBER	TRAVIS	$ 14,852.39
WEBER	LINDA	$ 3,263.05
WEBSTER	LINDA	$ 51,439.87
WEINKAUF	SANDRA	$ 6,992.02
WEINKAUF	DARLENE	$ 6,829.60
WEISNER	VICKI	$ 62,100.95
WELLS	SHIRLEY	$ 40,240.71
WELLS	HAZEL	$ 31,811.20
WELLS	BONNIE	$ 29,941.71
WELLS	DERRY	$ 25,548.47
WELTER	PAM	$ 19,717.23
WELTER	HEIDI	$ 5,909.44
WENDT	ADRIENNE	$ 47,259.82

WENZEL	KRISTENE	$ 56,592.34
WESTBURY	TERRY	$ 35,324.80
WESTMAN	KAREN	$ 17,020.39
WHITE	CRYSTAL	$ 31,998.37
WHITE	SHARON	$ 26,847.43
WHITE	LINDA	$ 13,171.36
WHITEFORD	MARILYN	$ 28,470.90
WHITFIELD	BRENDA	$ 25,548.10
WICKETT	DIANNE	$ 29,943.18
WICKS	KATRYNA	$ 21,922.26
WIEBE	DIANNE	$ 58,330.03
WIEBE	ADRIANE	$ 31,014.03
WIEBE BANGS	LINDA	$ 28,546.89
WIENS	CHRISTINE	$ 61,339.02
WIENS	JOEANN	$ 60,905.43
WIENS	LAURIE AN	$ 32,447.16
WILDEMAN	BERNIE	$ 49,803.39
WILDMAN	GARTH	$ 18,460.96
WILGENBUSCH	ROBERTA	$ 23,338.26
WILINSKI	CHERYL	$ 29,784.01
WILLIAMS	ALORIE	$ 51,780.89
WILLIAMS	MARILYN	$ 45,793.17
WILSON	DIANNE	$ 39,373.98
WILSON	WAYNE	$ 5,411.87
WINNY	JOANNE	$ 31,093.99
WINNY	TERESA	$ 6,590.47
WINTERHALT	CAROLINE	$ 36,062.76
WINTERHALT	ANN	$ 27,821.60
WINTERHALT	CAYE	$ 10,883.25
WIRACHOWSKY	ISABEL	$ 10,822.83
WISTE	SHEILA	$ 62,597.83
WIWCHARUK	BARBARA	$ 15,528.57
WOODROW	LINDA	$ 29,282.43
WOODROW	JOLIE	$ 15,181.44
WORRALL	ANGELA	$ 31,653.48
WORRALL	MELISSA	$ 4,216.78
WORRALL	CINDY	$ 3,270.42
WRIGHT	GAIL	$ 21,947.79
WRIGHT	KRISTOFER	$ 4,072.44
WURTZ	NADINE	$ 28,319.15
WYATT	BONNIE	$ 29,183.55
WYLIE	JACQUELIN	$ 34,027.22
WYLLIE	CARALEIGH	$ 48,561.37
YLIOJA	THELMA	$ 25,940.17
YLIOJA	ANITA	$ 6,537.12
YONER	TAMMY	$ 28,365.78
YOUNG	LAURIE	$ 25,065.94
YOUNG	SABRINA	$ 8,579.01
YOUNG	CHARLENE	$ 6,729.16
YOUNGSTROM	ELAINE	$ 31,978.89
ZAGORUY	HELEN	$ 29,574.43
ZAMULINSKI	AUDREY	$ 42,072.55
ZDUNICH	GLORIA	$ 25,700.22
ZEMLAK	KAREN	$ 32,935.97
ZERR	MARIE	$ 33,311.43
ZIEGLER	KELLY	$ 27,425.76
ZIEGLER	LYNNE	$ 17,894.98
ZIMMER	THERESA	$ 19,240.80
ZLATNIK	KERRI	$ 12,793.63
ZOERB	SANDRA	$ 28,424.41
PERSONAL SERVICES WITH BALANCES LESS THAN $2,500		$177,331.81

Heartland Health Region
Public List of Accounts
For the Period of April 1, 2003 to March 31,2004

Vendor Name	Document Amount
ABBOTT LABORATORIES LIMITED	$ 185,827
ACKLANDS - GRAINGER INC.	$ 22,252
ADVANCED RESPONSE VEHICLES INC	$ 37,019
ARJO CANADA INC.	$ 31,223
ASSOC. RADIOLOGISTS OF S'TOON	$ 231,268
BAYER INC	$ 107,902
BECKMAN COULTER CANADA INC.	$ 146,837
BEECHY/DEMAINE EMERGENCY SERVICES	$ 49,512
BEE-J'S STATIONERS INC	$ 28,026
BIO MERIEUX CANADA, INC	$ 72,029
BRATHWAITES OLIVIER MEDICAL	$ 31,243
BRIAN TKACHUK	$ 35,720
BRIDGEPOINT	$ 350,000
BUNZL CANADA - OAKVILE	$ 55,443
CANADA BREAD WEST	$ 24,641
CANADA CUSTOMS AND REVENUE AGENCY	$ 12,041,229
CANADIAN MENTAL HEALTH ASSOCIATION	$ 22,375
CHEF REDI-MEATS INC.	$ 47,193
CLOSE PERKINS & HAUTA	$ 21,900
COMPUSMART SASKATOON	$ 24,324
COUNTRY TRUCKING INC.	$ 23,089
DAIRYLAND FLUID DIVISION LTD.	$ 136,633
DANKA	$ 21,106
DAVIDSON COOP ASSOCIATION LTD.	$ 25,377
DELTA CO-OPERATIVE ASSOCIATION	$ 21,578
DENSON COMMERCIAL FOOD EQUIP	$ 23,592
DOUG BALL CONSULTING	$ 93,043
DR. J. C. COOPER	$ 218,356
DYCK'S PHARMASAVE	$ 21,389
FUTUREMED HEALTH CARE PRODUCTS	$ 80,575
GE CAPITAL	$ 22,432
GE MEDICAL SYSTEMS CANADA	$ 25,373
GRAND & TOY	$ 123,118
GREAT WEST LIFE ASSURANCE CO	$ 249,020
H.M. BIELBY AGENCY LTD.	$ 21,613
HEALTH SCIENCES ASSOC OF SASK	$ 46,848
HEALTHMETRX CANADA INC	$ 32,918
HORIZON COMPUTER SOLUTIONS INC	$ 119,668
IKON OFFICE SOLUTIONS	$ 41,041
INSTITUTIONAL FOODS SUPPLY LTD	$ 26,753
J.B. MEDICAL	$ 23,994
JOHNSON & JOHNSON	$ 207,602
JOHNSON CONTROLS	$ 53,184
KEMSOL PRODUCTS LTD.	$ 21,993
KINDERSLEY & DISTRICT ALCHOL & DRUG	$ 27,178
KPMG	$ 42,940
LONDON LIFE INSURANCE COMPANY	$ 30,945

LUK PLUMBING & HEATING LTD.	$	23,500
M.D. AMBULANCE & CARE LTD	$	74,461
MANN AGENCIES	$	179,559
MCKESSON CANADA	$	162,589
MED2020 HEALTH CARE SOFTWARE	$	40,707
MEDIGAS- PRAXAIR	$	21,784
MEDTEC MARKETING LIMITED	$	106,480
MINISTER OF FINANCE	$	42,210
MODERN JANITORIAL SERVICES(NB)	$	31,749
MOMENTUM HEALTHWARE	$	43,739
NICHOLS INTERIORS LTD.	$	20,864
NOVA BIOMEDICAL CANADA LTD.	$	56,006
OUTLOOK LOCKER SERVICE	$	20,102
PERIDOT GROUP INC	$	71,334
PHILIPS MEDICAL SYSTEMS CANADA	$	43,504
PINNACLE DISTRIBUTION INC.	$	26,981
PRAIRIE CENTRE CREDIT UNION	$	46,524
PRAIRIE DISTRIBUTORS (CENTRAL) iNC.	$	36,411
PRAIRIE MEATS	$	22,804
PUBLIC EMPLOYEE BENEFIT AGENCY	$	55,487
PUBLIC SERVICE SUPERANNUATION	$	28,283
RCDP / CPDN	$	193,363
RIVERBEND CO-OPERATIVE LTD.	$	37,575
RUSSELL FOOD EQUIPMENT LTD.	$	37,655
SAHO - DENTAL PLAN	$	464,173
SAHO - DISABILITY INCOME PLAN	$	852,535
SAHO - EXTENDED BENEFITS PLAN	$	761,525
SAHO - PENSION PLAN	$	3,527,298
SAHO-FINANCE & ADMIN	$	35,804
SANITEC CANADA	$	22,310
SASK ASSOC. OF HEALTH ORGAN.	$	151,826
SASK ENERGY	$	624,801
SASK POWER	$	1,157,599
SASK TEL	$	439,975
SASK. PROPERTY MANAGEMENT CORP.	$	532,850
SASKATCHEWAN FINANCE	$	24,479
SASKATCHEWAN REG. NURSES ASSOC	$	90,923
SASKATCHEWAN UNION OF NURSES	$	165,622
SASKATOON HEALTH REGION	$	302,752
SCHAAN HEALTHCARE PRODUCTS	$	593,082
SEIU	$	313,572
SGI	$	39,317
SIMPLEX/GRINNELL	$	47,201
SOFTCHOICE CORPORATION	$	22,544
SOURCE MEDICAL CORPORATION	$	122,398
ST. JOSEPH'S HEALTH CENTRE	$	1,236,269
STERIS CANADA INC.	$	31,586
SWIFT CURRENT REGIONAL HOSPITAL	$	31,954
SYSCO FOOD SERVICES OF REGINA	$	700,960
TOWN OF KINDERSLEY	$	40,119
UNISOURCE CANADA INC	$	40,303
UNITY HEALTH CARE FOUNDATION	$	114,599

UNITY SHOP-EASY FOODS	$	26,424
VITAL AIRE	$	150,250
VITALITY FOODSERVE CANADA LTD	$	53,796
WALLACE, WILDA	$	24,656
WCB	$	1,408,768
WHEATLAND DRUGS	$	32,829
WILKIE & DISTRICT HEALTH FOUNDATION	$	20,150
VENDORS WITH BALANCES LESS THAN $20,000	$	2,975,112